National Defence
Défense nationale

DEPARTMENT
OF
NATIONAL DEFENCE

REPORT
ON
PLANS AND PRIORITIES

2008-2009

Canada

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Table of Contents

An electronic version of this report is available at:
<http://www//.vcds.forces.gc.ca/dgsp/pubs/rep-pub/ddm/rpp/rpp08-09/intro_e.asp>

Note: Hyperlinks to supplementary information are embedded in the electronic version of this document.

SECTION I: DEPARTMENTAL OVERVIEW 1

MINISTER'S MESSAGE 1
MANAGEMENT REPRESENTATION STATEMENT 3
RAISON D'ÊTRE 4
ORGANIZATIONAL INFORMATION 6
PROGRAM ACTIVITY ARCHITECTURE 7
VOTED AND STATUTORY ITEMS DISPLAYED IN THE MAIN ESTIMATES 14
DEPARTMENTAL PLANNED SPENDING AND FULL-TIME EQUIVALENTS 15
SUMMARY INFORMATION 20

SECTION II: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOMES 31

GENERATE AND SUSTAIN RELEVANT, RESPONSIVE AND EFFECTIVE COMBAT-CAPABLE INTEGRATED FORCES 31
CONDUCT OPERATIONS 61
CONTRIBUTE TO CANADIAN GOVERNMENT, SOCIETY AND THE INTERNATIONAL COMMUNITY 66

SECTION III: SUPPLEMENTARY INFORMATION 76

TABLE 1A: DEPARTMENTAL LINKS TO GOVERNMENT OF CANADA OUTCOME AREAS... 76
TABLE 1B: LINK TO GOVERNMENT OF CANADA OUTCOME AREAS 77
TABLE 2: SUSTAINABLE DEVELOPMENT STRATEGY 78
TABLE 3: COST ESTIMATES FOR CF INTERNATIONAL OPERATIONS 80
ADDITIONAL FINANCIAL INFORMATION 81

SECTION IV: HUMAN AND FINANCIAL RESOURCES TABLES ON SELECTED PORTFOLIO ORGANIZATIONS 82

TABLE 1: RESERVE FORCE 82
TABLE 2: COMMUNICATIONS SECURITY ESTABLISHMENT CANADA 84
TABLE 3: OFFICE OF THE JUDGE ADVOCATE GENERAL 84
TABLE 4: OFFICE OF THE OMBUDSMAN FOR THE DEPARTMENT OF NATIONAL DEFENCE AND THE CANADIAN FORCES 85
TABLE 5: DEFENCE RESEARCH AND DEVELOPMENT CANADA 86
TABLE 6A: NATIONAL SEARCH AND RESCUE SECRETARIAT 87
TABLE 6B: SEARCH AND RESCUE (SAR) PERSONNEL REQUIREMENTS (FTES) 88
TABLE 6C: COSTS BY PARTICIPATING DEPARTMENT/ORGANIZATION 88

SECTION V: INTERNAL SERVICES 89

MANAGEMENT AND OVERSIGHT SERVICES 90
FINANCIAL MANAGEMENT SERVICES 93

FACILITIES/ASSET MANAGEMENT SERVICES 95
INFORMATION MANAGEMENT SERVICES 96
LEGAL SERVICES 97
PUBLIC AFFAIRS / COMMUNICATIONS SERVICES 97
EVALUATION SERVICES / INTERNAL AUDIT SERVICES 98
OTHER SUPPORT SERVICES 99

SECTION VI: ADDITIONAL INFORMATION 101

APPENDIX A: LEGISLATION AND REGULATIONS ADMINISTERED 101
APPENDIX B: KEY PARTNERS AND STAKEHOLDERS 101
APPENDIX C: DND/CF STRATEGY MAP 101
APPENDIX D : CONTACT INFORMATION 102
APPENDIX E: LIST OF ACRONYMS 103

INDEX 108

Section I: Departmental Overview

Minister's Message

As Minister of National Defence, I am honoured to present to Parliament the Report on Plans and Priorities for 2008-2009.

This report reflects the integration of the Treasury Board *Program Activity Architecture* (PAA) framework and the management of National Defence. The PAA provides a clear means to communicate the relationship between resources and results when it comes to:

- ensuring that the Department and the Canadian Forces (CF) have a relevant and credible capacity to meet their defence and security commitments;
- contributing to domestic and international peace, security and stability by achieving success in assigned missions; and
- promoting good governance and Canadian identity, and exerting influence in the global community.

Our military is a key element in the whole-of-government approach to defence and security. In the coming months, we will continue to explore measures to increase the total effective strength of the CF in order to address the challenges posed by greater operational demands and attrition rates, and to ensure the sustainability of a viable and effective defence force. We are also committed to modernizing the CF thereby ensuring our country possesses a first-class modern military that can effectively respond to security challenges in Canada, in our hemisphere and around the world. The announcement in Budget 2008 of a long term funding plan for the CF will go a long way towards helping us fulfill this commitment.

The primary role of the CF remains to achieve excellence in domestic operations. In an increasingly complex security environment, the role of the military to protect Canada and its sovereignty is of paramount importance. As part of our *Canada First Defence Strategy*, we will increase the CF capability footprint across Canada, to enhance their ability to monitor and control our territory and approaches, and to take part in search and rescue operations and assist civil authorities in responding to emergencies, including in the Arctic. In addition, we will support the Royal Canadian Mounted Police-led security mission in preparation for the Vancouver 2010 Olympic and Paralympic Games, demonstrating our commitment to assisting our Canadian security partners. The CF will also continue to work with their American counterparts in the defence of North America.

The Government is also committed to maintaining a leadership role abroad. In this context, the CF will continue to help restore peace and security in troubled areas. Canada's ongoing contribution to the United Nations-mandated, North Atlantic Treaty Organization-led mission to restore stability to Afghanistan will remain the primary focus of CF operations overseas. Indeed, we are committed to achieving sustainable progress in that country. That is why the Government accepts the analysis and recommendations of the Independent Panel on Canada's Future Role in Afghanistan (the Manley Panel), and is committed to taking action accordingly.

To protect Canada and its interests abroad, we rely on the dedication and commitment of all members of the Defence team, both military and civilian. I am proud to lead this great national institution. I look forward to continuing my work with Canadians and Members of Parliament and the Senate to strengthen our Forces, and to provide ongoing support to our courageous men and women in uniform.

The Honourable Peter G. MacKay, P.C., M.P.
Minister of National Defence

Management Representation Statement

I submit for tabling in Parliament, the 2008–2009 Report on Plans and Priorities (RPP) for the Department of National Defence.

This document has been prepared based on the reporting principles contained in the Guide for the Preparation of Part III of the 2008–2009 Estimates: Reports on Plans and Priorities and Departmental Performance Reports:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat (TBS) guidance;
- It is based on the department's strategic outcomes and program activities that were approved by TBS;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to the DND/CF; and
- It reports finances based on approved planned spending numbers from TBS.

Robert Fonberg
Deputy Minister

Raison d'être

The Defence Mission

The mission of the DND/CF is to defend Canada and Canadian interests and values while contributing to international peace and security.

Under Canadian defence policy, the Canadian Forces (CF) are called upon to fulfill three roles:

- protect Canadians at home;
- defend North America in cooperation with the United States; and
- defend Canadian interests abroad.

To carry out these roles successfully, the CF maintain a range of military capabilities including modern, combat-capable sea, land, air and special operations forces.

The Defence Portfolio

The Department of National Defence (DND), the CF and a group of related organizations and agencies, including the Communications Security Establishment Canada (CSEC) and Defence Research and Development Canada (DRDC), carry out the Defence mission.

The CF also maintain the following:

- a police service, comprising the Military Police and the National Investigation Service, operating under the technical supervision of the Canadian Forces Provost Marshal;
- a justice system administered under the superintendence of the Judge Advocate General;
- chaplaincy services;
- extensive communications networks in Canada and abroad;
- firefighting services;
- medical and dental services because CF members are excluded from both the *Canada Health Act* of 1984 and the *Public Service Health Care Plan*;
- youth programs, specifically the Canadian Cadet Program and the Junior Canadian Rangers;
- the Canadian Defence Academy;
- the Canadian Forces Grievance Authority;
- the Canadian Forces Housing Agency; and
- the Canadian Forces Personnel Support Agency.

Defence also includes the following organizations under the responsibility of the Minister of National Defence:

- the Office of the Judge Advocate General;

- the Office of the Ombudsman for the Department of National Defence and the Canadian Forces;
- the National Search and Rescue Secretariat; and
- Commissioner Canadian Security Establishment.

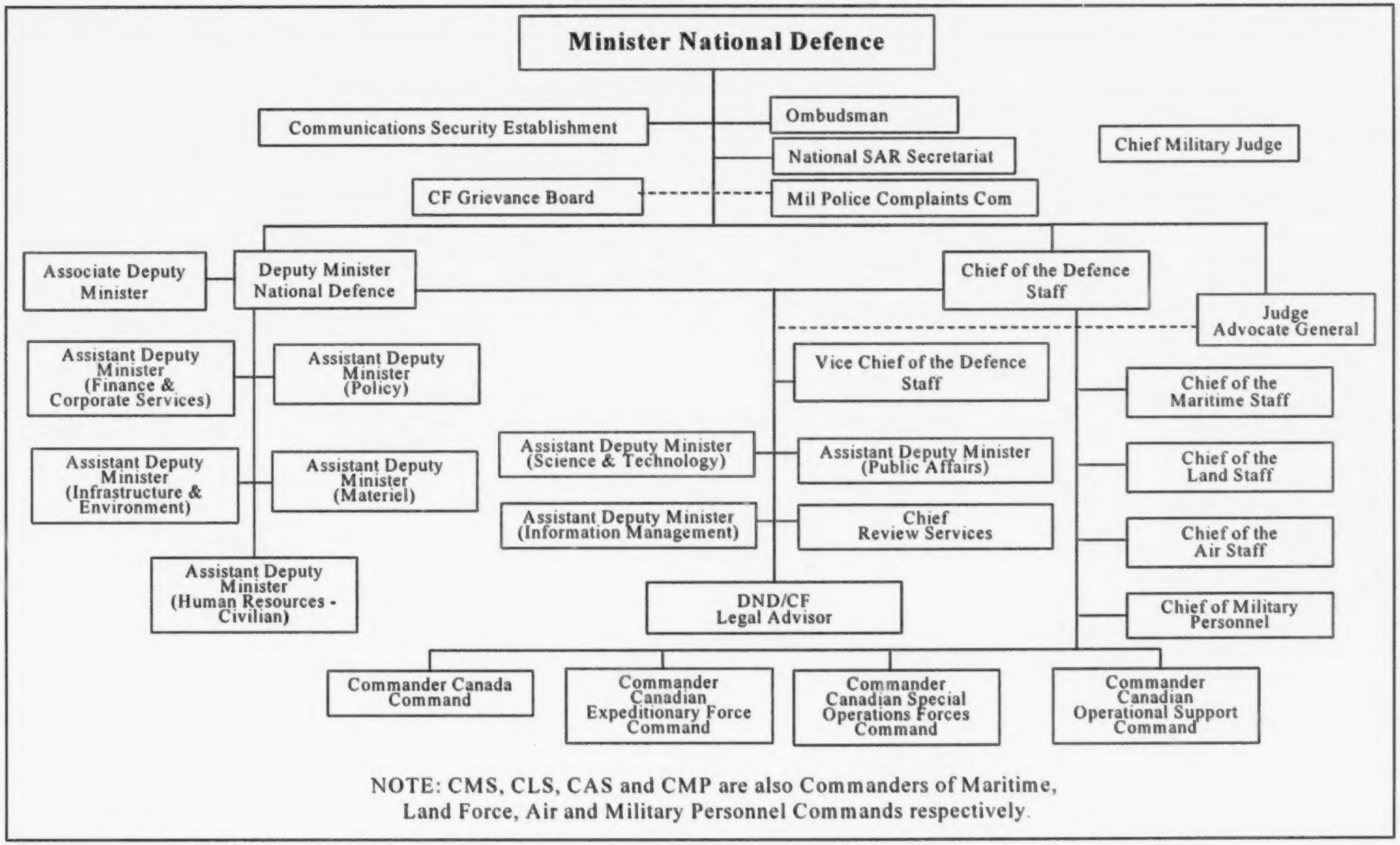
The *National Defence Act* establishes DND and the CF as separate entities operating in close co-operation under the authority of the Minister of National Defence. The Minister of National Defence is responsible for the administration of the statutes, regulations and orders listed at Appendix A. The *National Defence Act* also establishes a Deputy Minister to be responsible for policy, resources, interdepartmental co-ordination and international defence relations, and designates the Chief of the Defence Staff, the senior serving officer of the CF, as the person "… who shall, subject to the regulations and under the direction of the Minister, be charged with the control and administration of the Canadian Forces."

The Canadian Forces Grievance Board and the Military Police Complaints Commission report to the Minister of National Defence although they are not part of the Department of National Defence. This reporting arrangement and organizational status are designed to ensure accountability while maintaining an arm's-length relationship.

Specific accountability for results and associated performance measurement areas at the level of the Assistant Deputy Ministers, the Environmental Chiefs of Staff (ECS) and Operational Commanders are detailed in the Defence Plan.

Organizational Information

Organization Chart


Minister National Defence
Communications Security Establishment
Ombudsman
National SAR Secretariat
Chief Military Judge
CF Grievance Board
Mil Police Complaints Com
Associate Deputy Minister
Deputy Minister National Defence
Chief of the Defence Staff
Judge Advocate General
Assistant Deputy Minister (Finance & Corporate Services)
Assistant Deputy Minister (Policy)
Vice Chief of the Defence Staff
Chief of the Maritime Staff
Assistant Deputy Minister (Infrastructure & Environment)
Assistant Deputy Minister (Materiel)
Assistant Deputy Minister (Science & Technology)
Assistant Deputy Minister (Public Affairs)
Chief of the Land Staff
Assistant Deputy Minister (Information Management)
Chief Review Services
Chief of the Air Staff
Assistant Deputy Minister (Human Resources - Civilian)
DND/CF Legal Advisor
Chief of Military Personnel
Commander Canada Command
Commander Canadian Expeditionary Force Command
Commander Canadian Special Operations Forces Command
Commander Canadian Operational Support Command

NOTE: CMS, CLS, CAS and CMP are also Commanders of Maritime, Land Force, Air and Military Personnel Commands respectively.

Defence Key Partners and Stakeholders

Defence works with many Canadian and international partners that help support its mission, programs and activities. The broad scope of the Defence mandate is reflected in the complexity and diversity of its partners and stakeholders. Please refer to the complete listing at Appendix B.

Overview of Delivery Mechanisms

The rules and principles governing Government grants and contributions are outlined in the TBS Policy on Transfer Payments <http://www.tbs-sct.gc.ca/pubs_pol/dcgpubs/TBM_142/ptp_e.asp>. Transfer payments constitute transfers of money, goods, services or assets made from an appropriation to individuals, organizations or other levels of government, without the federal Government directly receiving goods or services in return, but which may require the recipient to provide a report or other information prior to receiving payment. These expenditures are reported in the Public Accounts of Canada <http://www.pwgsc.gc.ca/recgen/text/pub-acc-e.html>.

The following website provides additional information on grants and contributions awarded by Defence: http://www.admfincs.forces.gc.ca/pd/gc/overview_e.asp?sel=pd.

Program Activity Architecture

Treasury Board approved the new Management, Resources and Results Structure (MRRS) for Defence on 30 August 2005. In accordance with Treasury Board policy, the Defence MRRS consists of three elements: a Program Activity Architecture (PAA); clearly defined and measurable strategic outcomes; and a description of the current governance structure that outlines the Department's decision-making mechanisms, responsibilities and accountabilities, as described below.

The three strategic outcomes for Defence are:

- Canadians' confidence that DND and the CF have relevant and credible capacity to meet defence and security commitments;
- success in assigned missions in contributing to domestic and international peace, security and stability; and
- good governance, Canadian identity and influence in the global community.

Defence in effect is comprised of only one program, namely "The Defence Services Program". It is not a program-based organization as are other federal departments. As such, Defence's PAA encapsulates the three main functions of Defence to deliver on its mission and contribute towards its strategic outcomes. Defence generates multi-purpose forces trained and prepared for the eventuality of an operation; conducts operations when needed; and interacts with domestic and international communities for the prevention of incidents.

Defence has been migrating from a Cold War threats-based planning model to a capability-based planning model, responding to asymmetric threats, which is consistent with our allies' current planning and management. Once capability-based planning and management is fully implemented, it will embody the spirit of MRRS policy requirements. The Defence PAA is consistent with capability-based planning and represents the multi-purpose nature of our capabilities. This allows us to leverage the same resources in the most efficient manner while maintaining the ability to contribute to several outcomes at once.

Each program is composed of three levels: program activities, program sub-activities and program sub-sub-activities. The activities that make up each program are causally linked to produce the program's main output, and each program output contributes or leads to a strategic outcome.

Internal Services, a parallel but separate construct, provides a place to list the organizational entities, such as finance and information management, that do not directly produce program outputs, but support and provide coherence to all the program activities. The costs of Internal Services activities are distributed across the three program activities according to a pro-rated formula.

The PAA structure is distinct from the organizational and financial structure of Defence and the CF under departmental Assistant Deputy Ministers and the ECS. An electronic interface links the organization identification numbers and the associated financial tracking system consisting of fund centres and cost centres. There are also separately tracked Work Breakdown System accounts, for each Level One[1] (L1) organization with the PAA at the program sub-sub-activity level.

The governance structure of the MRRS outlines the decision-making mechanisms, responsibilities and accountabilities of Defence. It consists of the following:

- a corporate governance structure operating department-wide at the highest level to provide strategic, resource and management direction, decision-making and accountability for the whole institution and its programs;
- a governance structure for each program activity to guide program development and effectiveness, provide advice on the key contributing processes, and ensure accountability for program outcomes and results; and
- a process and functional governance structure for the overall business model, with its major processes and functional activities, to ensure effective process and functional management, functional policy alignment, and integration of each process to the whole business model.

Defence uses the MRRS to underpin departmental planning, management of the Defence Plan, resource planning and management, and performance monitoring and reporting - especially external reporting. As part of the full implementation of the MRRS policy, Defence is following the requirements of steps one to five as laid out within the Treasury Board Secretariat call-letter dated 14 December 2006. Currently, this involves the development of a Performance Measurement Framework of the PAA as Step II of the MRRS implementation. This framework aims to integrate much of National Defence's current performance measurement systems into an overall system. The framework also aims to develop performance indicators that are S.M.A.R.T. (Specific, Measurable, Achievable, Realistic and Time-Based).

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[1] Refers to any one of the Assistant Deputy Ministers or Environmental Chiefs of Staff who report directly to the Deputy Minister and/or the Chief of the Defence Staff.

The Performance Management Framework for the PAA will continue to be evolutionary. It is dependent on efforts to progress towards establishing and integrating readiness levels across the CF, rewriting the Defence Tasks, and the development of new data sources.

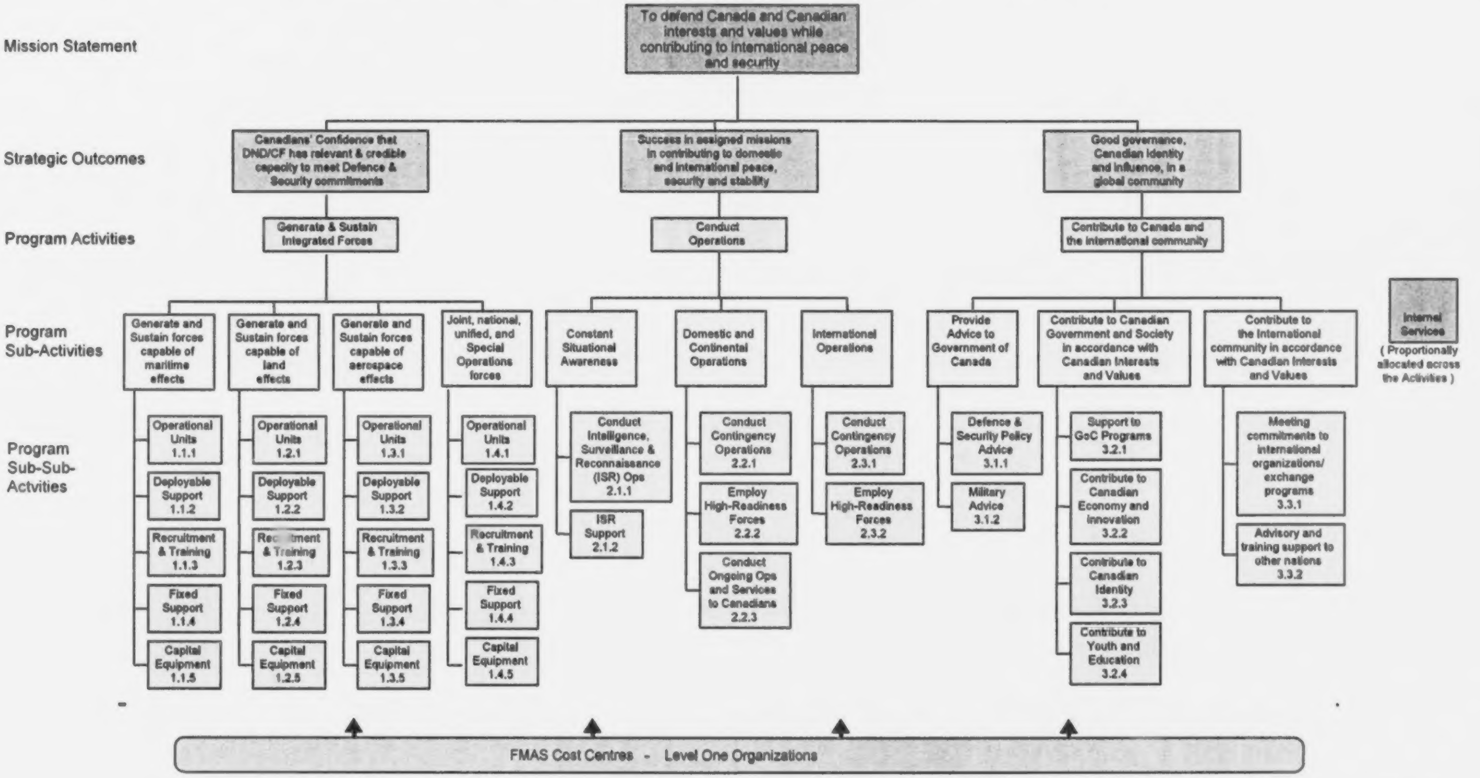
The Program Activity Architecture and Performance Management

To compliment National Defence`s PAA Performance Measurement Framework, a Strategy Map and supporting balanced scorecard provide Defence with a means of identifying potential problems before they escalate. Combined with risk management and leading performance measures, the strategy map and the supporting balanced scorecard are important industry-specific management tools that allow senior management to focus on performance issues that are critical and relevant to a military organization. More information on the Balanced Scorecard is available online at: <http://www.vcds.forces.gc.ca/dgsp/pubs/dp_m/pm/intro_e.asp - 3>.

In comparison, the developing PAA Performance Measurement Framework is a means of associating performance with all of National Defence's activities to provide an all-inclusive perspective of DND/CF`s performance and link it to the expenditure of all allocated funds. The PAA structure supports all of National Defence's results-based management and financial reporting. To ensure that both management tools support goal achievement, both the Strategy Map and the PAA share three common strategic outcomes, as referenced earlier. For more details see Appendix C.

The following chart summarizes the structure of the Defence PAA:

Department of National Defence - Program Activity Architecture (PAA)


Mission Statement
To defend Canada and Canadian interests and values while contributing to international peace and security
Strategic Outcomes
Canadians' Confidence that DND/CF has relevant & credible capacity to meet Defence & Security commitments
Success in assigned missions in contributing to domestic and international peace, security and stability
Good governance, Canadian identity and influence, in a global community
Program Activities
Generate & Sustain Integrated Forces
Conduct Operations
Contribute to Canada and the international community
Program Sub-Activities
Generate and Sustain forces capable of maritime effects
Generate and Sustain forces capable of land effects
Generate and Sustain forces capable of aerospace effects
Joint, national, unified, and Special Operations forces
Constant Situational Awareness
Domestic and Continental Operations
International Operations
Provide Advice to Government of Canada
Contribute to Canadian Government and Society in accordance with Canadian Interests and Values
Contribute to the International community in accordance with Canadian Interests and Values
Internal Services
(Proportionally allocated across the Activities)
Program Sub-Sub-Actvities
Operational Units 1.1.1
Deployable Support 1.1.2
Recruitment & Training 1.1.3
Fixed Support 1.1.4
Capital Equipment 1.1.5
Operational Units 1.2.1
Deployable Support 1.2.2
Recruitment & Training 1.2.3
Fixed Support 1.2.4
Capital Equipment 1.2.5
Operational Units 1.3.1
Deployable Support 1.3.2
Recruitment & Training 1.3.3
Fixed Support 1.3.4
Capital Equipment 1.3.5
Operational Units 1.4.1
Deployable Support 1.4.2
Recruitment & Training 1.4.3
Fixed Support 1.4.4
Capital Equipment 1.4.5
Conduct Intelligence, Surveillance & Reconnaissance (ISR) Ops 2.1.1
ISR Support 2.1.2
Conduct Contingency Operations 2.2.1
Employ High-Readiness Forces 2.2.2
Conduct Ongoing Ops and Services to Canadians 2.2.3
Conduct Contingency Operations 2.3.1
Employ High-Readiness Forces 2.3.2
Defence & Security Policy Advice 3.1.1
Military Advice 3.1.2
Support to GoC Programs 3.2.1
Contribute to Canadian Economy and Innovation 3.2.2
Contribute to Canadian Identity 3.2.3
Contribute to Youth and Education 3.2.4
Meeting commitments to international organizations/ exchange programs 3.3.1
Advisory and training support to other nations 3.3.2
FMAS Cost Centres - Level One Organizations

DDSM5 - 27 Feb 08

Defence Priorities for Fiscal Year 2008-2009

The Defence priorities represent a focused number of areas in which Defence will direct additional efforts over a fiscal year in order to address gaps in capability or capacity, or where broader government direction dictates that greater action be taken. They help to translate long- and medium-term goals and objectives into short-term direction for action, while recognizing the necessity of addressing the requirements of the current operating environment. Priorities do not define the Defence mandate or on-going duties and responsibilities, which are set out in legislation *The National Defence Act*, policy statements, government announcements/budgets and specific Deputy Minister/Chief of the Defence Staff (DM/CDS) direction. In addition, the Defence priorities do not preclude the allocation of resources to undertakings necessary for the successful execution of the Defence Services Program.

Defence priorities, which are linked to specific program activities in the Program Activity Architecture, are not listed according to their perceived importance. They are intended to assist Level One organizations to identify how they will support the advancement of the Defence priorities through specific initiatives within their planning submissions. Once approved within the business planning process, the planned efforts of Level One organizations are articulated to Parliament as Defence priority activity within the Report on Plans and Priorities (RPP). Furthermore, measures of success articulated within the RPP will permit the Vice-Chief of the Defence Staff and Chief of Programme organizations to track progress in advancing the priorities and facilitate follow-up reporting in the ensuing Departmental Performance Report (DPR).

The Deputy Minister and the Chief of the Defence Staff approved the Defence priorities for fiscal year 2008-2009.

Relationship Between Defence Priorities and Program Activities

The following *crosswalk* table was developed to show the relationship between Defence's priorities and program activities. This link ensures that high-level performance measurement and resource information for Defence priorities and related initiatives is reported through the program activities.

	Program Activities			
Defence Priorities 2008-2009	**Generate and Sustain Integrated Forces**	**Conduct Operations**	**Contribute to Canada and the International Community**	**Type of Priority**
1. Achieve Operational and Mission Success in Afghanistan [Related Program Activities: Generate and Sustain Integrated Forces, Conduct Operations, Contribute to Canada and the International Community]				
• Expedite Soldier Survivability initiatives;	■	□	□	N
• Expedite action for alleviating deployment-related stress for both service personnel and families; and	■	□		N
• *Recruit the Nation* by communicating Afghanistan success stories, as part of an integrated whole-of-government approach to the Canadian public.		□	■	N
2. Articulate and Implement a new Defence Strategy [Related Program Activities: Generate and Sustain Integrated Forces, Conduct Operations, Contribute to Canada and the International Community]				
• In support of the Government of Canada, develop the Canada First Defence Strategy, ensuring that the new strategy focuses on the maintenance of Canadian sovereignty, including the Canadian Arctic;	□	□	■	O
• Complete the Strategic Capability Roadmap document that will lay out an affordable, effective long-term sustainable capability plan for the CF;	□	□	■	N
• Complete the development of an investment plan, which will merge with the Defence Plan to integrate the current year program, including updated Defence Tasks, with the 10-year resource allocation plan;	□		■	N
• Complete a force structure review to ensure the CF is optimally structured to conduct operations;	□	□	■	N
• Produce doctrine for CF employment in integrated operations; and	■	□		N
• Complete the development of the CF's strategic assessment of the Future Security Environment.			■	N

3. Improve Defence Team Relevance and Responsiveness Through Structure and Process Transformation [Related Program Activities: Generate and Sustain Integrated Forces, Conduct Operations]				
• Where appropriate, integrate civilian personnel into CF structures at all levels of command in order to ensure the best utilization of available skills and experience;	■	□		N
• Build an integrated national and regional command capability for operations	■	□		O
• Implement Defence integrated capability development; o A combined CDS/DM Directive will be issued to guide the next stage of the Defence Transformation initiative.	■	□		N
• Develop and implement a Strategic Readiness Directive that will improve readiness through: o the definition of Force Employment Strategy requirements and CF military capability production; o the creation of a CF readiness framework that supports strategic decision-making (preparation and employment of the right assets at the right time); and o the alignment of Departmental and CF efforts to support force preparation and employment.	■	□		N
• Address the lack of residual capacity for concurrent operations, both domestic/continental and international.	■	□		N
• Develop retention strategies to reduce CF attrition o Develop plans to address shortages in critical military occupations	■	□		N
4. Improve the Management of the Business of Defence [Related Program Activity: Internal Services]				
• Expedite the implementation of enterprise IM system and a departmental approach to IM;	management priority within Internal Services			N
• Develop and institutionalize the Corporate Risk Profile; and	management priority within Internal Services			N
• Strengthen the Financial Control Framework and progress development of materiel, infrastructure and information control frameworks in support of audited departmental financial statements.	management priority within Internal Services			N
Legend: O = Ongoing N = New ■ = Primary □ = Secondary				

Source: Vice-Chief of the Defence Staff Group

Voted and Statutory Items Displayed in the Main Estimates

Vote (1, 5, 10) or Statutory (S) Item ($Thousands)	Truncated Vote or Statutory Wording	2008-2009 Main Estimates	2007-2008 Main Estimates
1	Operating expenditures	13,519,620	11,848,854
5	Capital expenditures	3,356,705	3,592,868
10	Grants and contributions	192,396	210,451
(S)	Minister of National Defence salary and motor car allowance	76	75
(S)	Payments under the Supplementary Retirement Benefits Acts	6,796	7,020
(S)	Payments under Parts I-IV of the Defence Services Pension Continuation Act (R.S., 1970 c. D-3)	1,493	1,550
(S)	Payments to dependants of certain members of the Royal Canadian Air Force killed while serving as instructors under the British Commonwealth Air Training Plan (Appropriation Act No. 4, 1968)	82	90
(S)	Contributions to employee benefit plans - Members of the Military	938,132	957,396
(S)	Contributions to employee benefit plans	278,456	263,300
	Total Department	**18,293,756**	**16,881,605**

Source: Assistant Deputy Minister (Finance and Corporate Services) Group

*Due to rounding, figures may not add up to totals shown.

Note:

1. The Main Estimates of 2008-2009 are $1,412.2 million higher than the Main Estimates of 2007-2008. This increase can be explained by the following: $815.2 million in additional funding for Canada First, $700 million to fund the expansion of the Canadian Forces, $209.8 million in funding for Tactical Airlift Capability Project, $200 million to address the shortfall in operating budgets (Sustainability), $190 million to partially offset the loss of purchasing power due to price increases, $170 million in funding for Medium Support Vehicle System Project, $150 million reprofiling from fiscal year 2007-2008 to fiscal year 2008-2009, $132 million in funding for Main Battle Tanks acquisition project, $105.3 million in additional funding for military pay raises, $89.7 million funding for Medium- to Heavy-Lift Helicopter Project, $89.2 million in funding for transfers and technical adjustments, offset by $1240.9 million reduction due to reprofiling previously approved budgetary resources, a $111.6 million reduction of the department's share of the Expenditure Review Committee reallocations and cost efficiencies, and $86.5 million reduction in annual spending required for the Strategic Airlift Capability Project.

Departmental Planned Spending and Full-Time Equivalents

($ Thousands)	Forecast Spending 2007-2008	**Planned Spending 2008-2009**	Planned Spending 2009-2010	Planned Spending 2010-2011
Generate and Sustain Relevant, Responsive and Effective Combat-Capable Integrated Forces	14,203,327	14,686,506	15,037,455	15,112,844
Conduct Operations	1,904,603	2,579,060	2,634,282	2,615,305
Contribute to Canadian Government, Society and International Community in Accordance with Canadian Interests and Values	1,168,623	1,429,776	1,492,175	1,498,472
Budgetary Main Estimates (gross)	**17,276,553**	**18,695,342**	**19,163,912**	**19,226,620**
Less: Respendable revenue	(394,948)	(401,586)	(390,876)	(388,678)
Total Main Estimates	**16,881,605**	**18,293,756**	**18,773,036**	**18,837,942**
Adjustments:				
To 2007-2008 through National Defence's Supplementary Estimates				
Funding to strengthen the CF's independent capacity to defend Canada's national sovereignty and security (Canada First)	875,176			
Funding for Canada's military mission in Afghanistan	340,867			
Funding advanced for major capital equipment projects including airlift capability (strategic and tactical), battle tank replacement, and howitzers	162,484			
Funding to acquire main battle tanks for the CF	131,000			
Increases to pay and allowances for CF Members	88,731			
Funding to extend the life of the Halifax Class Frigates	49,749			
Funding to relocate the Joint Task Force 2	24,207			
Funding to acquire Arctic/offshore patrol ships	14,400			
Funding related to government advertising programs *(horizontal item)*	13,000			
Funding for activities that are essential to the continued implementation of the *Public Service Modernization Act (horizontal item)*	1,851			
Transfer from Transport ($1,140) and Royal Canadian Mounted Police ($190) - For public security initiatives related to the return of unused funding for Marine Security Operations Centres	1,330			
Funding for the definition phase of the Communications Security Establishment Canada Mid-Term Accommodations Project	1,296			

($ Thousands)	Forecast Spending 2007-2008	**Planned Spending 2008-2009**	Planned Spending 2009-2010	Planned Spending 2010-2011
Transfer from Social Sciences and Humanities Research Council - To support the indirect costs of federally-funded research at the Royal Military College	769			
Transfer from Natural Sciences and Engineering Research Council ($333) and Social Sciences and Humanities Research Council ($70) - To support the Canada Research Chairs at the Royal Military College	403			
Reinvestment of royalties from intellectual property	351			
Transfer from Public Health Agency of Canada – For public security initiatives related to the return of unused funding for the Chemical, Biological, Radiological and Nuclear Research and Technology Initiative	342			
Transfer from Transport Canada - For public security initiatives related to the Interagency Harbour Security Coordination Project	210			
Funding in support of the *Federal Accountability Act* to evaluate all ongoing grant and contribution programs every five years *(horizontal item)*	181			
Transfer from Natural Sciences and Engineering Research Council of Canada - To support the Industrial Research Chairs at the Royal Military College	78			
Funding for implementation of the action plan to strengthen Canada's regulatory system and establish a Centre of Regulatory Expertise within the Treasury Board Secretariat *(horizontal item)*	59			
Transfer from Fisheries and Oceans Canada - For unused funds related to investments in search and rescue coordination initiatives across Canada	25			
Transfer to Environment Canada – To support improved representation of Aboriginal persons in science and technology careers (Canadian Aboriginal Science and Technology Society)	(15)			
Transfer to Indian Affairs and Northern Development Canada – For costs incurred in support of the Unexploded Explosive Ordnance and Legacy Sites Program	(138)			
Transfer to Public Service Human Resources Management Agency of Canada – To support the National Manager's Community	(219)			
Transfer to Fisheries and Oceans Canada ($744) and to Royal Canadian Mounted Police ($188) - For investments in search and rescue coordination initiatives across Canada	(932)			

($ Thousands)	Forecast Spending 2007-2008	**Planned Spending 2008-2009**	Planned Spending 2009-2010	Planned Spending 2010-2011
Transfer to Royal Canadian Mounted Police ($880), Environment Canada ($150), Canadian Security Intelligence Service ($94), and National Research Council of Canada ($28) – For public security initiatives related to Chemical, Biological, Radiological and Nuclear Research and Technology Initiative	(1,152)			
Transfer to Foreign Affairs and International Trade Canada - To provide support to department staff located at missions abroad	(1,205)			
Spending authorities available within the Vote due to reduced requirements related to the reprofiling of Secure Fleet Communication Project (IMIC3)	(1,248)			
Transfer to Health Canada ($825), Public Health Agency to Canada ($432), Natural Resources ($280), Canadian Food Inspection Agency ($255), and Agriculture and Agri-food Canada ($42) - For public security initiatives *(horizontal item)*	(1,834)			
Spending authorities available within the Vote due to a reduced requirements related to the reprofiling of the Chemical, Biological, Radiological and Nuclear, Research and Technology Initiative	(13,985)			
Spending authorities available within the Vote due to reduced requirements related to the funding for the Federal Contaminated Sites Action Plan	(14,244)			
Spending authorities available within the Vote due to reduced requirements related to the reprofiling of Marine Security Operations Centre	(22,316)			
Spending authorities available from another Vote due to reduced requirements for the Medium-To-Heavy-Lift Helicopter Project - Project Management Office	(26,759)			
Spending authorities available from another Vote due to reduced requirements for the Airlift Capability Project - Tactical	(66,268)			
To 2007-2008 Through Adjustments Other Than National Defence's Supplementary Estimates				
Operating Budget Carry Forward - TB Vote 22	159,184			
Employee Benefit Plan (EBP)	38,571			
Civilian Pay Raises - TB Vote 15	23,506			
Funding for Eligible Paylist Expenditures - TB Vote 23	21,379			
Government-Wide Initiatives - TB Vote 10	889			
Frozen Allotment	(177,065)			

($ Thousands)	Forecast Spending 2007-2008	**Planned Spending 2008-2009**	Planned Spending 2009-2010	Planned Spending 2010-2011
To 2007-2008 Through Year-End Adjustments				
Reprofiling - Strategic Capital Investments (1.a)	(191,652)			
Reprofiling - Maritime Helicopter Project (1.b)	(312,000)			
To Planned Spending Levels				
Employee Benefit Plan (EBP)		27,155	17,047	17,364
Reprofiling - Medium-To-Heavy-Lift Helicopter Project (1.c)		(138,605)	18,665	(25,949)
Enhancing Public Safety through Science and Technology Cooperation: The Public Security Technical Program (1.d)				3,087
Budget 2005 Announcement				
Strategic Capital Investments (1.e)				
Airlift Capability - Tactical		557,343	34,121	24,343
Halifax Class Frigates		171,795	232,265	237,208
Relocation of Joint Task Force 2		14,363	147,147	141,449
Reprofiling - Strategic Capital Investments (1.a)		(225,293)	(76,997)	(269,579)
Budget 2006 Announcement				
Strategic Capital Investments (1.e)				
Main battle tanks		4,000	165,000	128,000
Arctic/Offshore Patrol Ships		-	95,900	164,500
Reprofiling - Strategic Capital Investments (1.a)		22,252	(58,145)	99,997
Budget 2007 Announcement				
Canadian Forces environmental allowance (1.f)		120,000	60,000	60,000
Canadian Police Research Centre (1.g)		5,773	3,660	4,660
Total Adjustments	1,119,005	558,783	638,663	585,080
Total Planned Spending	**18,000,610**	**18,852,539**	**19,411,699**	**19,423,022**
Less: Non-Respendable revenue	(15,733)	(1,257)	(1,278)	(1,310)
Plus: Cost of services received without charge	634,012	655,731	646,282	520,760

($ Thousands)	Forecast Spending 2007-2008	**Planned Spending 2008-2009**	Planned Spending 2009-2010	Planned Spending 2010-2011
Total Departmental Spending	**18,618,889**	**19,507,013**	**20,056,703**	**19,942,472**
Full-Time Equivalents	**92,007**	**92,561**	**93,392**	**N/a**

Source: Assistant Deputy Minister (Finance and Corporate Services) Group

* Due to rounding, figures may not add up to totals shown.

Notes:

1. Expected approval of items in the adjustments to Planned Spending Levels:
    a. Reprofiling of expenditure authority for Budget 2005 and Budget 2006 major capital projects will be sought at the end of 2007-2008.
    b. Reprofiling of expenditure authority for the Maritime Helicopter Project will be sought at the end of 2007-2008.
    c. Spending authorities will be sought through 2008-2009 Supplementary Estimates (A). For 2009-2010 and beyond, spending authorities will be provided through the 2009-2010 Annual Reference Level Update.
    d. Renewal of the program will be sought to ensure continuous funding resuming in 2010-2011.
    e. Expenditure authority for implementation phase for Budget 2005 and Budget 2006 major capital projects will be sought during 2008-2009.
    f. Spending authorities will be sought through 2008-2009 Supplementary Estimates (A). For 2009-2010 and beyond, spending authorities will be provided through the 2009-2010 Annual Reference Level Update.
    g. Spending authorities will be sought through 2008-2009 Supplementary Estimates (A). For 2009-2010 and beyond, spending authorities will be provided through the 2009-2010 Annual Reference Level Update.

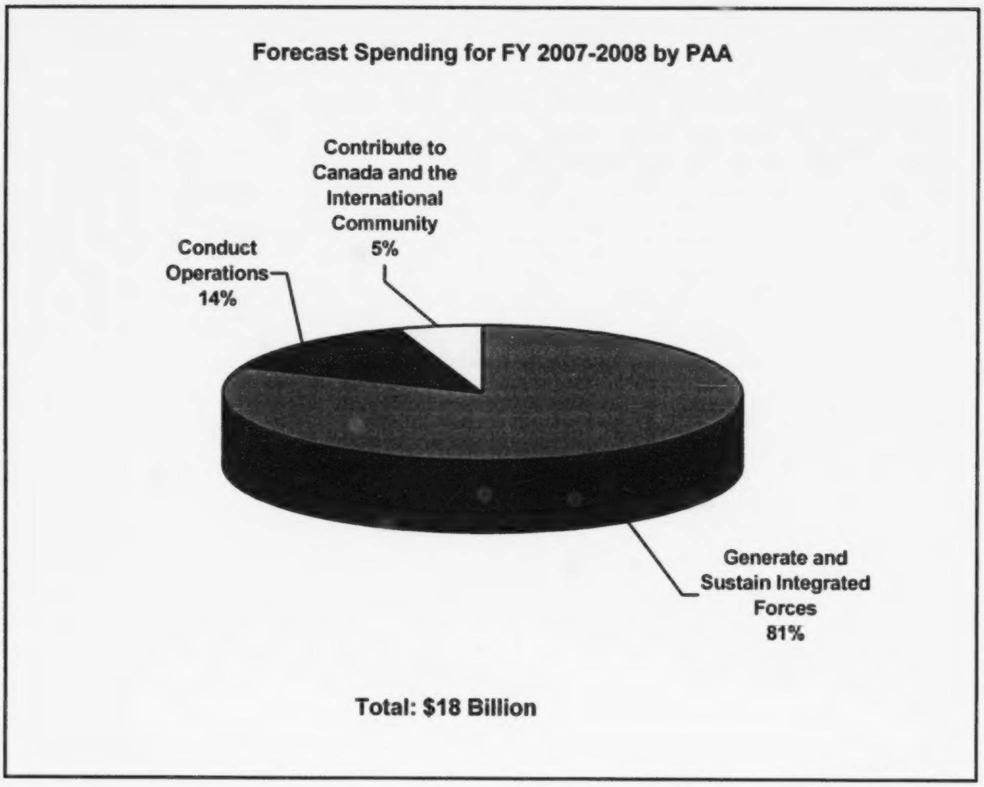
Summary Information

OVERVIEW OF FINANCIAL RESOURCES BY PAA

Financial Resources - All

($ Thousands)	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Departmental Spending	18,000,610	**18,852,539**	19,411,699	19,423,022
Capital spending (included in Departmental spending)	3,592,868	**3,762,860**	4,146,257	4,189,249

Source: Assistant Deputy Minister (Finance and Corporate Services) Group



Overview of Human Resources

Human Resources – Full Time Equivalents (FTEs)

(FTEs)	Forecast FTEs[1] 2007–2008	Planned FTEs[2] 2008–2009	Planned FTEs 2009–2010	Planned FTEs 2010–2011
Regular Force[3]	64,779	66,161	66,992	67,742
Class C[4]	1,400	1,400	TBD[5]	TBD[5]
Total Military FTEs[6]	66,179	67,561	68,392	—
Civilian[7]	25,828[8]	25,000[9]	25,000[9]	25,000[9]
Total	**92,007**	**92,561**	**93,392**	—

	Forecast 2007-2008	Planned 2008-2009	Planned 2009-2010	Planned 2010-2011
Primary Reserve *paid* strength (All Classes)[10]	26,000	26,000	26,000	26,000
Primary Reserve *total* strength (All Classes)[11]	35,500	35,500	35,500	35,500
CIC	7,500	7,500	7,500	7,500
CA Rangers[12]	4,365	4,525	4,685	4,845

Source: Vice-Chief of the Defence Staff Group

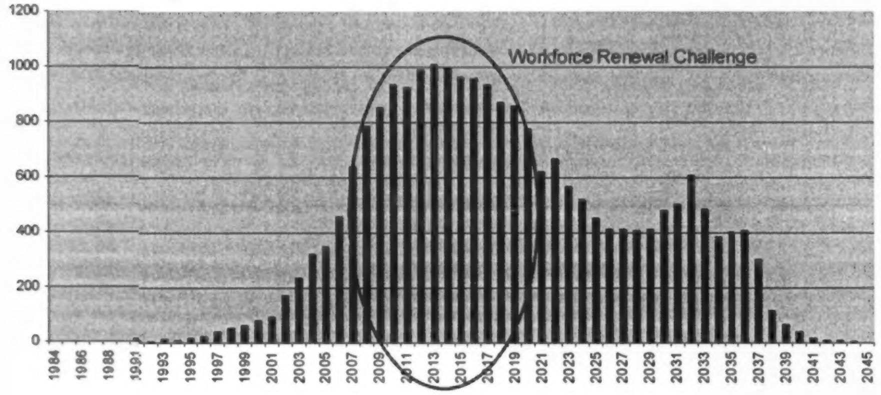
Notes:

1. Forecast FTE count is based on current strength numbers (December 2007) plus end-year growth forecast.
2. Planned FTE counts are based on planned establishment numbers.
3. This number reflects Regular Force Planned Total Strength. Current fiscal framework limits Regular Force expansion up to 68,000 by fiscal year 2011-2012. This strategic limit does not include personnel seconded to OGDs and Project Management Personnel Resources (PMPR) paid under Vote 5 projects.
4. Class C members currently augmenting operationally deployed forces for Task Force Afghanistan (TFA). Class C are being reported separately to maintain visibility of reservists employed in support of deployed/contingency operations.
5. Class C commitment for TFA past February 2009 is currently unknown.
6. Military Full-Time Equivalent statistics include Class C.
7. Civilian FTE statistics include Communication Security Establishment Canada (CSEC), National Search and Rescue Secretariat (NSS) and the Office of the Ombudsman.
8. Approximate Civilian FTE end fiscal year 2007-2008 forecast figure based on 25,828 FTE count at the end of the third quarter (December 2007).
9. Long term sustainment of the civilian workforce has been established at 25,000 FTEs. In preparation for expected increased attrition, the Department is currently developing investment opportunity options to hire above the 25,000 limit for the next five years.
10. Primary Reserve average monthly Paid Strength reporting, planning and allocations are based on monthly reports provided by ADM(Fin CS)/DSFC and ADM(IM)/DHRIM. Current fiscal framework limits Reserve Force expansion up to 26,000 (Average Paid Strength) by fiscal year 2011-2012.
11. Primary Reserve Total Strength reporting, planning and allocations are based on monthly reports provided by ADM(Fin CS)/DSFC. Primary Reserve Total strength figure is a forecasted end-year snapshot.
12. Canadian Ranger expansion to 5,000 by fiscal year 2011-2012.

In order to ensure that the CF are better prepared and equipped to meet evolving domestic and international defence requirements, the Government of Canada indicated its intent to increase the size of the Regular Force to 75,000 and Primary Reservists paid strength to 35,000. CF force expansion is currently targeted at 68,000 Regular Force and 26,000 Primary Reserve paid strength personnel (achieved) by fiscal year 2011-2012. This growth will provide additional military personnel resources that will be used in the coming years to sustain international operations, to prepare for Olympics 2010 and to support CF transformation efforts.

Within the current fiscal framework, and with the increased focus on high operational tempo, transformation and military expansion, the longer-term sustainment of the civilian workforce will be 25,000 Full-Time Equivalent (FTE) personnel. This level is seen as realistic in light of expected increased retirements (depicted on the Retirement Eligibility graph below) and a declining national labour force. Defence initiatives such as apprenticeship programs will help alleviate the upcoming workforce renewal challenges.

Retirement Eligibility



Program Activities by Strategic Outcomes

($ Thousands)	**Planned Spending**			**Contributes to the following priorities**
	2008-2009	**2009-2010**	**2010-2011**	
Strategic Outcome and Expected Results: Canadians' confidence that DND and the CF have relevant and credible capacity to meet defence and security commitments				
Generate and Sustain Relevant, Responsive and Effective Combat-Capable Integrated Forces	15,047,593	15,489,007	15,506,067	Priorities Nos. 2 and 4
Strategic Outcome and Expected Results: Success in assigned missions in contributing to domestic and international peace, security and stability				
Conduct Operations	2,582,092	2,638,827	2,619,827	Priority No. 1
Strategic Outcome and Expected Results: Good governance, Canadian identity and influence in a global community				
Contribute to Canadian Government, Society and the International Community	1,222,855	1,283,865	1,297,129	Priority No. 3

Source: Assistant Deputy Minister (Finance and Corporate Services) and Vice-Chief of the Defence Staff Groups

Note:

1. The Defence priorities are described in detail on pages 11-14.

The Benefits of Defence Investment by Strategic Outcome

Defence is constantly looking at ways to improve its ability to defend Canada and Canadians, promote Canadian interests and values, and enhance Canada's role in the world. A carefully planned program of modernization and transformation is improving the ability of the CF to meet the challenges of the evolving security environment. Investment in defence capabilities ensures that Canadians can have confidence in National Defence's ability to meet defence and security commitments, to succeed in assigned operations and tasks, and to demonstrate Canadian values through leadership and good governance.

Confidence that DND and the CF have Relevant and Credible Capacity to meet Defence and Security Commitments

Fulfillment of the CF's roles is founded on the production of multi-purpose forces at high readiness for integrated employment on combat, security, and humanitarian operations. Canadians can be confident that their CF will have a range of military capabilities, including modern, combat-capable sea, land, air and special operations forces, ready for missions and tasks when called upon by the Government of Canada.

Defence recognizes that adjustments to Canada's evolving security environment requires building the forces of the future while serving the current needs of Canadians. To respond to those ongoing and future employments, the CF is transforming and modernizing its maritime, land, air, and special operations forces to meet the Defence challenges of the 21st century. The three services, embodied in the Environmental commands, are responsible for the generation of naval, land and air forces that are recognized internationally for their exceptional competence and professionalism. A Strategic Capability Roadmap, currently in development, will provide the blueprint for the next generation of maritime, land, aerospace and special-operations capabilities that fit the Government's policy objectives for defence. The Department and the CF will be concentrating special effort in the recruitment, development and retention of civilian and military members to renew and strengthen Canada's Defence Team. In this area, the Chief of Military Personnel is transforming the function of attracting and recruiting sufficient military personnel to generate and sustain authorized force structures and levels.

Success in Assigned Missions in Contributing to Domestic and International Peace, Security and Stability

The outcome of assigned missions is a significant determinant of the strategic impact the Government will have to shape and protect Canadian interests. The operational focus of Defence highlights a deep appreciation of the significance of each mission.

The defence and security of Canada remains the CF's first priority. Canada COM is responsible for conducting all CF operations in Canada and North America. Supported by an integrated operational-level command headquarters, the Commander of Canada COM will employ assigned Defence assets to effectively pre-empt and meet threats and emergencies within Canada. Canada COM is also responsible for leading Canadian military operations related to the defence of North America and the maintenance of continental security in co-operation with the United States, except for operations under aegis of the North American Aerospace Defense Command (NORAD).

Historically, more than 9,100 CF members are employed daily in roles supporting domestic operations. These operations are varied in nature and include the provision of domestic security to high profile events within Canada in support of other government departments and agencies. The CF also conducts surveillance patrols of Canada's territorial, aerospace and maritime approaches, concentrating on areas where Canada's interests are most likely to be challenged, while continuing to ensure the safety of Canadians. The significance and visibility of this role is clearly demonstrated by the number of search and rescue incidents (surpassing 9,200) that the CF responded to in 2007.

To meet our international defence and security commitments, the CF's Canadian Expeditionary Forces Command (CEFCOM) will provide the planning, rapid response and oversight capabilities to effectively conduct all overseas operations, including humanitarian, peace support and combat operations. The maritime, land, air and special force assets necessary to provide assistance to humanitarian operations and conduct peace support or combat operations wherever they are required internationally will be employed by commander CEFCOM. The CF will conduct these operations in concert with national and international partners to achieve timely and decisive effects in support of Canada's national interests.

The CF will deploy two separate rotations over the coming twelve-month period, in order to sustain a force of approximately 2,500 personnel on the ground in Afghanistan. Of each rotation, approximately 1,500 will be land-force Regular Force personnel with a further 500 army Reservists and the balance composed of personnel drawn from across the other environmental commands. These numbers do not include many specialists who deploy to theatre for short periods in response to specific technical needs. Although Afghanistan is expected to remain CEFCOM's main effort during this period, there are close to 300 additional personnel deployed world-wide in support of other international missions that collectively contribute to international peace, security and stability.

Reservists currently comprise approximately 20 percent of DND's deployed strength abroad, with the majority supporting international efforts in Afghanistan. CF Transformation and anticipated commitments in international operations suggest that this rate of reservists' participation in operations will be maintained, if not increased, under the Integrated Managed Readiness System.

Canadian Special Operations Forces Command (CANSOFCOM) will maintain the ability to deploy independently, or in support of Canada COM and CEFCOM, with a broad spectrum of agile, high readiness, special operations capabilities. The Canadian Operational Support Command (CANOSCOM) has the important operations-support mission of ensuring fast and efficient logistical and air and sealift support to all national or international operations.

Good Governance, Canadian Identity and Influence in the Global Community

The Department of National Defence and the CF reinforce Canada's identity at home and strengthen our reputation and influence abroad. DND is held to the same standards of governance as any other federal department, including legislation that cuts across departmental jurisdictions and with an increased emphasis on accountability. For their part, the CF are also subject to the additional stipulations of the *National Defence Act* and the *Code of Military Discipline*. The Department and the Forces will meet the requirements of these codes of conduct as they continue to evolve.

Strengthening Canadian Identity

Taken together, DND/CF form one of Canada's strongest national institutions. They maintain a presence in every province and territory across Canada. The membership of both organizations is drawn from every walk of Canadian life, and both organizations have sought to become more representative of the dynamic nature of Canadian society. Reserve units and Ranger patrols in Canada's North, supported by Cadet units and Junior Ranger patrols, further strengthen the linkages between the CF and Canadian society.

The work of the CF also reinforces the image Canadians associate with their country. The CF are regularly employed for search and rescue, disaster relief, and protecting Canada's sovereignty and resources. In particular, as Arctic security issues continue to emerge, Canadians will expect the CF to play a suitable role in protecting Canadian interests in this vital region.

The Department's activities also strengthen Canada's national and local economies, as well as the health of Canadian industry and the country's technological base. Defence will continue to make a vital contribution to the economic wellbeing of Canadians.

Promoting Canadian Values and Influence

DND/CF work abroad will continue to promote the deeply held Canadian values of democracy, freedom, human rights and the rule of law. Among the approximately 4,000 CF personnel deployed or stationed outside Canada, close to 1,350 of them are posted to diplomatic, liaison, exchange and alliance staff positions. These CF members further strengthen Canada's reputation as a compassionate and collaborative country working to bring peace and security to troubled regions of the world. The CF will continue to be instrumental in the Government of Canada's broader humanitarian relief efforts in response to natural disasters.

Apart from their role in military operations, Defence will also contribute to building Canada's reputation for establishing good governance abroad. Whether through offering peacekeeping training (both at home and abroad), promoting democratic concepts of civil-military relations, or contributing to the Strategic Advisory Team in Afghanistan, civilian personnel and military members will continue to contribute to foreign defence and governmental institutions in a way that reflects professionalism and expounds Canadian values. These efforts are appreciated not only by the recipient countries, but also by Canada's allies and other international partners.

PLANNING CONTEXT

Any number of domestic and international considerations will determine the context in which Defence planning takes place. These factors will not only shape the demands placed on Defence but also affect Defence policies, programs and activities. In order to successfully carry out our mandate, we must base decisions on a thorough understanding of these factors.

Internationally, the danger of large-scale conflict continues to be low, yet the world remains dangerous and unpredictable. The principal international security concerns relate to failed and failing states as well as intra- and inter-state conflicts, international terrorism and weapons of mass destruction. In particular, international terrorism will remain a serious threat for many years to come and the possibility that terrorists will obtain and use weapons of mass destruction in the future cannot be ignored. The international community will also continue to be concerned about humanitarian issues in failed and failing states and the potential for human suffering to escalate into wider conflict.

Regional issues will, as well, continue to draw the world's attention as the potential for wide-scale conflict in the Middle East and East Asia can never be entirely ruled out. However, the challenges of the international environment will not be faced in isolation and the need for Canada to continue working in close cooperation with our North Atlantic Treaty Organization (NATO) partners and other international organizations, to resolve issues of global concern, will remain fundamental to our defence planning and preparation efforts.

As past experience also demonstrates, the possibility of failed states serving as the gathering places of international terrorist organizations will be of concern. The Government has approved the mission in Afghanistan until February 2009. This mission requires close cooperation with other government departments and agencies, particularly

Foreign Affairs Canada and the Canadian International Development Agency. Indeed, a comprehensive whole-of-government approach will continue to frame Canada's response to future international operations. Continentally, we will continue to work with Canada's closest ally, the United States, to defend North America through arrangements such as the North American Aerospace Defence Command (NORAD).

Domestically, protecting Canadians and defending Canada's sovereignty will remain as the CF's highest priority. Any effort to increase the number of personnel in the CF, and by extension its capabilities, will need to recognize the considerable economic and demographic changes taking place in Canada. Economically, the excellent fiscal situation has resulted in Canada becoming the only G8 country with a budgetary surplus. But having a robust economy can be double-edged as while a strong economy can mean more funding for Defence the competition for skilled and unskilled workers in what is a "hot-marketplace" will be very high. At the same time, the Canadian workforce is changing and these changes will challenge even the most careful, well thought-out expansion plans. For example, retirements from the CF will increase while the proportion of Canadians between the ages of 16 and 30 – the traditional pool of potential recruits for the CF – decreases.

Canada's ethno-cultural mosaic is also shifting, with immigration from non-European countries increasing and more Canadians than ever belonging to visible minority groups. In fact, immigrants now account for more than 70% of all Canadian labour force growth, a proportion that will grow to 100% in the next 10 years. Finally, half of Canadians between the ages of 25 and 35 have post-secondary education - either at university, college or technical school, giving Canada the highest rate of post-secondary achievement among Organisation for Economic Co-Operation and Development (OECD) member countries. These developments mean that Defence will need to strengthen human resources planning. As a start point, in recognition of changes in the labour market and to cultivate diversity, Defence will need to continue its diversity recruitment initiatives to meet the needs of the future.

Expenditure Management Review

This is the fourth year of scheduled reductions as Defence continues toward the goal of a steady-state reduction of $203 million by fiscal year 2009-2010. The Expenditure Review Committee (ERC) target fiscal year 2008-2009 will be $172 million. The specific efficiencies have been assigned in the table on the following page.

Table: Expenditure Management Review

($ millions)	2008-2009	2009-2010 (Steady-State)
PROGRAMME EFFICIENCIES / REDUCTIONS		
O&M and National Procurement Support to Air Assets	$37.0	$53.0
Canadian Parachute Centre	$5.0	$7.0
Light Armour Vehicles	$7.0	$7.0
Non-military Vehicles	$7.0	$7.0
Total	**$56.0**	**$74.0**
Corporate Efficiencies / Reductions		
National Capital Region – Staff, Operations and Maintenance	$52.4	$52.4
Materiel Acquisition & Support Optimization Project (MASOP)	$20.0	$20.0
Support for IM/IT Corporate Information Systems	$16.0	$29.0
Research and Development (R&D)	$15.0	$15.0
General and Administrative Support	$13.0	$13.0
Total	**$116.4**	**$129.4**
Target	**$116.0**	**$129.0**
Total ERC Target	**$172.0**	**$203.0**

Source: Vice-Chief of the Defence Staff Group

Fiscal year 2008-2009 will see the steady-state targets reached for six of the nine efficiency areas, representing 85 percent of Defence's final target. The three remaining programme efficiencies for the reduction in Operations and Maintenance (O&M) and National Procurement Support to Air Assets, the Canadian Parachute Centre and Support for IM/IT Corporate Information Systems, representing an incremental reduction of $31 million, will reach steady-state values in fiscal year 2009-2010. The entire ERC targets have been programmed up to and including steady-state values since fiscal year 2005-2006 and all senior managers have had their current and future year financial resources reduced accordingly. The Department will continue to report annually on ERC until the entire steady-state reductions are in effect. More information is available on the following TBS ERC website: <http://www.tbs-sct.gc.ca/emis-sigd/ab-ap/index_e.asp>.

Procurement Reform Initiative

A component of the ERC exercise, procurement reform was intended to reallocate $2.5B over a five-year period – fiscal years 2005-2006 to 2009-2010 – as a result of procurement efficiencies. Departmental savings targets under this initiative were adjusted in Budget 2007. This program is now referred to as *Budget 2007 Efficiencies*, with the departmental target for fiscal year 2008-2009 being $145 million. Future-year adjustments to this savings target will be determined following a planned baseline review during fiscal year 2008-2009.

Transformation of the CF

CF transformation, a multi-year process initiated in 2005, is progressing as expected and is being closely monitored. The evaluations of the progress of transformation conducted in 2007 inform the fiscal year 2008-2009 stages of transformation which focus on refining national and regional command structures, clarifying strategic-level governance, outlining the strategy for force employment, force generation and force development, and codifying processes and procedures at all levels of the integrated Defence organization

The CF will gain additional domestic experience by conducting both routine operations, including sovereignty patrols and contingency operations, such as in response to natural disasters and national emergencies. The CF will thus be enabled to more effectively engage in initiatives with departments and agencies at all levels of government. That experience will yield rich feedback for command structures and procedures and will energize centralized capability development work.

During the coming year, CF transformation initiatives will focus on further unifying command of operations, aligning strategic-level governance, as well as adapting processes and doctrine to the new operating environment.

Canada First Defence Strategy

Defence will continue to support the Government in further developing and implementing the *Canada First Defence Strategy*, which will help rebuild the CF into a modern, first-class military. Indeed, the CFDS will further enhance the military's capability to provide effective surveillance and protection for the country, cooperate in the defence of North America, and defend our interests abroad by contributing to global peace and security.

Investment Strategy

Defence has begun work on a comprehensive Investment Plan for the continued modernization and transformation of the CF. Many key capability announcements, such as the acquisition of strategic airlift, have already been made and will be found in the Investment Plan. The Investment Plan itself will present resource allocation plans for equipment, personnel, infrastructure and other essential contributions necessary for the fielding of new equipment and capabilities over the next 10 years. The success of the Investment Plan will also ensure long-term sustainment of all future plans.

The Investment Plan will be greatly influenced by the Capability Based Planning (CBP) exercise led by the Chief of Force Development (CFD). This work, commencing with an extensive examination of the Future Security Environment and the creation and study of Force Development Scenarios, will eventually lead to development of a new Strategic Capability Roadmap (SCR) in fiscal year 2008-2009. After an examination of the current force structure and capabilities against the perceived needs of the future is completed, the new SCR will describe the preferred set of capability alternatives and options to address any and all capability gaps believed present. The capability alternatives and choices provided in the SCR are expected to help decision makers determine what the CF require to meet the challenges of the evolving security environment. These capability choices will be captured and funded in the Investment Plan.

Impact of Operations

The incremental cost of CF participation in the Afghanistan mission will continue to affect defence planning in fiscal year 2008-2009. While additional government funding is anticipated to cover a significant portion of the total incremental expense, some costs will be absorbed within Defence's current reference levels as a reflection of operational and strategic decisions in support of the mission.

Funding requirements for all operations that exceed incremental funding provided from government or current internal Defence allocations will continue to be managed through DND business planning and governance processes to prioritize and redirect financial resources from lower priority activities as needed. As in past years, any reprioritization will direct funding away from routine equipment and infrastructure maintenance and will affect the Department's ability to address operating budget pressures. Readiness of the CF may be affected, dependent on the degree of reprioritization required.

Section II: Analysis of Program Activities by Strategic Outcomes

Generate and Sustain Relevant, Responsive and Effective Combat-Capable Integrated Forces

Strategic Outcome: Canadian's confidence that DND and the CF have relevant and credible capacity to meet defence and security commitments.

Defence plans for fiscal year 2008-2009 include ensuring the efficient conduct of current and future operations and recruiting and training personnel in order to expand the Regular Force to 68,000 personnel by fiscal year 2011-2012. Some initiatives announced by the Government, such as the establishment of a deep water docking and refueling facility in Nanisivik, Nunavut and the Air Expeditionary Wing in Bagotville, Québec will continue to be implemented throughout the reporting period.

To support decision-making efforts regarding major capital projects, the Chief of Force Development will continue efforts to create a Strategic Capability Roadmap and support the Chief of Program with updating the Defence Plan and the Investment Plan. The Defence Plan assigns a variety of operational tasks to the Department's senior managers that will be revised over the coming year to assign measurable readiness criteria to appropriate tasks. This will enable the Department to confirm the CF's ability to meet its defence and security commitments.

Program Activity: Generate and Sustain Relevant, Responsive and Effective Combat-Capable Integrated Forces – Total spending Net of Revenues				
Resources ($Thousands)	**Forecast Spending 2007-2008**	**Planned Spending 2008-2009**	**Planned Spending 2009-2010**	**Planned Spending 2010-2011**
Departmental Spending	14,614,397	15,047,593	15,489,007	15,506,067
Capital Spending (included in departmental spending)	3,370,129	3,390,779	3,774,966	3,815,408

Source: Assistant Deputy Minister (Finance and Corporate Services) Group

Departmental and Capital Spending - Planned (Net of Revenue in $ thousands)

Departmental Financial Resources by PAA Sub-Activity Level	**Planned Spending 2008-2009**	**Planned Spending 2009-2010**	**Planned Spending 2010-2011**
Generate and Sustain Relevant, Responsive and Effective Combat-Capable Integrated Forces			
Sub Activity:			
Generate and Sustain Forces Capable of Maritime Effects	**3,752,845**	3,909,397	3,971,992
Generate and Sustain Forces Capable of Land Effects	**5,542,977**	5,671,141	5,665,405
Generate and Sustain Forces Capable of Aerospace Effects	**3,243,349**	3,386,832	3,399,654
Generate and Sustain Joint, National, Unified, and Special Operations Forces	**1,432,397**	1,423,256	1,347,077
Allocation of Internal Services	**1,076,025**	1,098,381	1,121,938
Total Generate and Sustain Relevant, Responsive and Effective Combat-Capable Integrated Forces	**15,047,593**	**15,489,007**	**15,506,067**

Source: Assistant Deputy Minister (Finance and Corporate Services) Group

* Due to rounding, figures may not add up to totals shown.

Note:

1. This is the Department's first attempt at reporting planned spending figures by the sub-activity level of the program activity architecture, therefore the numbers are subject to continued revision and refinement

Capital Financial Resources by PAA Sub-Activity Level (included in Departmental Spending)	**Planned Spending 2008-2009**	**Planned Spending 2009-2010**	**Planned Spending 2010-2011**
Generate and Sustain Relevant, Responsive and Effective Combat-Capable Integrated Forces			
Sub Activity:			
Generate and Sustain Forces Capable of Maritime Effects	**820,439**	962,644	1,033,801
Generate and Sustain Forces Capable of Land Effects	**599,817**	709,166	721,065
Generate and Sustain Forces Capable of Aerospace Effects	**1,513,669**	1,638,141	1,662,623
Generate and Sustain Joint, National, Unified, and Special Operations Forces	**355,445**	346,380	265,158
Allocation of Internal Services	**101,409**	118,635	132,761
Total Generate and Sustain Relevant, Responsive and Effective Combat-Capable Integrated Forces	**3,390,779**	**3,774,966**	**3,815,408**

Source: Assistant Deputy Minister (Finance and Corporate Services) Group

* Due to rounding, figures may not add up to totals shown.

Note:

1. This is the Department's first attempt at reporting planned spending figures by the sub-activity level of the program activity architecture, therefore the numbers are subject to continued revision and refinement.

CF Readiness Levels

Readiness is defined as a percentage of a full operational capability (FOC) that will be available for employment on a contingent operation in a specified time. The components of readiness are specified for each standing commitment - national or alliance. A Strategic Readiness Directive (SR Dir) will be released in the summer of 2008. The new SR Dir will collate all CF commitments and help to shape DND/CF expectations and requirements regarding CF readiness[2]. It will provide a common foundation that contributes to the prioritization and allocation of strategic resources within Defence.

Generate and Sustain Forces Capable of Maritime Effects

The Commander Maritime Command, also the Chief of Maritime Staff, is the principal source of expertise on the development, generation and employment of sea power. Maritime Command's most demanding effort is to generate and maintain combat-capable, multi-purpose maritime forces for employment by operational commanders at home and abroad.

The navy's challenge is to strike a balance between meeting current commitments and developing a navy that will be able to fulfill future commitments. The navy's strategic priorities are to:

- **Produce Forces that succeed in operations**. Success in operations is fundamental to the credibility of the navy as a force generator and, in turn, readiness is central to operational success. The CF's ability to maintain naval forces at high readiness for extended periods provides unique options to the Government.
- **Transition the navy**. The navy has made much progress over the past year in reinforcing the case for comprehensive investment in each component of the maritime capability. This force development momentum must be maintained. To this end, the CF will be continuing efforts towards replacing the surface fleet major combatants, and support the department in progressing the Joint Support Ship, the Halifax Class Modernization/FELEX and the Arctic Offshore Patrol Ship projects to effective project approval.
- **Build future Maritime capability**. Building the future navy depends on how well Canadians understand the importance of maritime capability to their security and prosperity. The CF has a fundamental obligation to ensure that public discourse is informed by our professional advice and judgment. To this end, the CF must develop an overarching strategy that includes plans for strategic communications, recapitalization of the fleet, naval infrastructure renewal, and personnel.

On the international front, the Navy will contribute a ship to the Standing NATO Maritime Group 1 (SNMG1) during the standby phase of NATO Reaction Force (NRF) 11 (July 2008 – January 2009). As part of the global campaign against terrorism we will continue to support OP ALTAIR, by delivering theatre level effects[3] in support of Task Force Afghanistan (TFA).

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[2] Defined as the ability to conduct forecasted and non-forecasted operations in support of government direction and policy.

In the current resource constrained environment, it is understood that there are insufficient resources to fully support all of the operational readiness requirements. However, Defence will focus considerable resources more specifically on operationally committed assets in order to generate deployable, combat capable maritime forces. In terms of resource allocations, Defence intends to maintain the current force structure and focus resources on the prioritized force generation of the following activities:

- sustain one operational submarine for force generation and force employment taskings;
- generate high readiness (HR) units to support force generation and force employment taskings;
- generate full submarine operational capability;
- continue Halifax Class Modernization baseline preparations; and
- generate standard readiness (SR) units to support force generation and force employment taskings.

Generate and Sustain Forces Capable of Land Effects

Land Forces Command (LFC) is the CF's Centre of Excellence for land-based operations. As the primary force generator for domestic and expeditionary land based operations, LFC is responsible for providing validation training for other Environmental Commands (EC) and CF organizations deploying into a land-centric operation, ensuring that interoperability and efficiency are maximized in the current, increasingly joint environment.

Land Forces Command (LFC) operates within the larger context of the CF and the Department of National Defence and will continue to organize, equip, train, educate, generate, recover and sustain combat effective, multi-purpose land forces to meet Canada's defence objectives. These forces will be designed to excel within the context of full spectrum, joint and combined operations for both domestic and international operations.[4]

Experience in Afghanistan clearly illustrates that a decisive military force operating in a contemporary land-centric environment needs a wide range of CF capabilities beyond those inherent to LFC. Critical force enablers, generated by other CF organizations, are essential to LFC in supporting all priority lines of operations. While remaining focused on the CF Joint Task Force Afghanistan (JTF-AFG) mission, authorized to February 2009, LFC continually develops contingency plans that would support any government mandate beyond the current commitment.

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[3] The navy will support and make a positive contribution to TFA desired end-state for the theatre as defined by the strategic objectives and effects of the mission.

[4] Full Spectrum of Operations is any style of combat from the use of conventional force to counter-terrorist responses in any operating environment.

LFC continues to plan and build for future operational requirements; however, the existing level of commitment in Afghanistan has consumed the resources of both our first and second lines of operation. A progressive reduction of the current level of CF overseas commitment would allow LFC to reallocate resources to a second line of operations. To sustain current and future force generation needs, the army will expand its Regular Force establishment to 21,903, which reflects real growth and component transfers related to transformation activities, while sustaining current Reserve Force numbers.

Force generation will aim to:

- generate a task force of a battle group and complementary task force enablers on the first line of operations while concurrently force generating a brigade size HQ capability, able to work in a joint, interagency, multi-national public environment;[5]
- generate a strategic reserve constituted around a combined arms sub-unit, dependant on resource availability; and [6]
- generate a second line of operations, which under current force generation demands will require significant force expansion.

Operational realities require the army to transform in a balanced manner consistent with its long-term vision for the *Army of Tomorrow* and to transition towards two lines of operation based on combined-arms teams. The integrated and complementary structures of the Regular and Reserve forces permit the effort to be distributed as follows:

- expeditionary operations conducted by Regular Force formations augmented by the Reserve Force; and
- domestic operations conducted by Reserve Force formations augmented by the Regular Force.

The Regular Force will transition into cohesive Affiliated Battle Groups operationally focused on full spectrum operations.[7] The Reserve Force will augment the Regular Force and backfill personnel shortfalls within the army, balanced against the institutional and training requirements of the Army Reserve.

The Army Reserve is capped at Total Average Paid Strength of 17,300 and employs approximately 23 percent of its paid strength in full-time sustainment support to deployed operations, to the institutional army and to other CF organizations. The balance represents a fixed pool of personnel to spread across an ever-increasing variety of demands. The Army Reserve will significantly increase its force generation responsibilities, both in terms of depth (by providing reinforcement to both domestic and expeditionary operations) and of breadth (by providing unique capabilities not available in the Regular component, such as civil-military co-operation and psychological operations).

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[5] In operational environments, there is a frequent need to coordinate the efforts of non-military humanitarian relief efforts and development/redevelopment activities undertaken by various Canadian and International Relief agencies and organisations. A Joint, Interagency, Multi-national Public (JIMP) capability is critical to ensuring the success of these organizations.

[6] A Strategic Reserve (Strat Res) is a unit able to operate for a finite period of time and is composed of combat support and combat service support units.

[7] An Affiliated Battle Group is an Infantry based force generation model with formally affiliated Armoured, Engineer and Artillery elements.

Training is vital to soldier development and to meet the challenges of training an accelerating flow of new soldiers, LFC will enhance its training systems and develop initiatives which will accomplish three primary objectives: expand the force, increase training capacity and reduce the requirement to augment the training institutions with field-force personnel.[8]

As the CF's Centre of Excellence for land operations, the LFC will continue to provide critical training, preparing all CF personnel for deployment to land operations through our individual training base (Combat Training Centre), our professional development system (Canadian Land Force Command and Staff College) and an integrated road to operations that takes deploying land Task Forces through simulated and field exercises culminating at the Canadian Manoeuvre Training Centre (CMTC).[9] CMTC, initially an internal army-focused training establishment, has evolved to become a critical CF enabler in preparing all CF personnel for operations in land-centric theatres and is now the premier instrumented field training venue for higher interoperability and training validation. CMTC will continue to provide training opportunities to other Environmental Commands and CF organizations ensuring maximum efficiency in the current, increasingly joint environment.

The sustainability of personnel and equipment are key issues. As army Regular and Reserve Forces experience greater operational demands and escalating attrition rates that are outstripping growth, there is an increasing need to expand the civilian component to effectively support the military component in its force generation activities. LFC will focus on a number of stressed trades, critical to the army, some of which can be offset by civilian expertise. With the need to create a more sustainable program base, achieving a viable mixture of manning levels and expertise between military and civilian personnel will require proactive planning and development of the personnel component. In addition, the equipment component will focus on a range of activities, such as new equipment capabilities, including the Medium Support Vehicle System, Tank Replacement Project, Mounted Soldier Survivability and the Weapons Effects Simulator.

The LFC construction plan aligns with departmental priorities and the Environment Program has made great strides in legal compliance and in respecting due diligence. Escalating infrastructure maintenance costs are challenging funding levels and significant progress must be made to stop the further deterioration of army realty assets. The definition of infrastructure encompasses the clearance of unexploded ordinance at legacy sites and is expanding to include sites declared surplus.

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[8] The "field-force" consists of the combat arms, combat support, and combat service support elements from which deployable task forces are generated.

[9] CMTC is instrumented with a full suite of Weapons Effects Simulation (WES).

Generate and Sustain Forces Capable of Aerospace Effects

The new CF vision is very much enabled by aerospace power capabilities. Canada's air force is transforming and will continue to ensure that transformation activities result in more effective, relevant and responsive aerospace power capabilities for the CF.

Air force priorities include generating and maintaining the CF's capability to meet Canada's domestic commitment to North American Aerospace Defence Command (NORAD), national Search and Rescue (SAR), and other integrated CF operations at home and abroad.

The CF-18 Hornet supports a constant NORAD Alert posture and as part of the Air Expeditionary Unit (AEU), will be ready for deployment for worldwide taskings on notice. The ability to meet both of these commitments is interrelated. The CC-130 Hercules, the CC-150 Polaris and the new CC-177 GlobeMaster III fleets include the capability to provide air-to-air re-fuelling and have a dual-role in support of air defence.

The air force will continue to provide the capability to respond to aeronautical and maritime Search and Rescue (SAR) incidents in all parts of Canada and its internationally agreed SAR regions. Domestic SAR continues to be provided by the CH-149 Cormorant, the CC-115 Buffalo, the CC-130 Hercules and the CH-146 Griffon aircraft in Trenton (OP STARFISH).[10] The air force will generate forces to meet the CF SAR mandate while phasing in a new Fixed Wing SAR aircraft. Over the same period, the air force will provide the capability to render humanitarian assistance and conduct DART activities anywhere in the world; provide the capability to assist civil authorities in Aid of the Civil Power (ACP) operations; and aid in an air evacuation of Canadians from areas threatened by imminent conflict, in permissive and non-permissive environments.

In its strategic airlift role, the delivery of two CC-177 GlobeMaster III aircraft will enable the CF to deploy this new capability by flying missions in support of operations in Afghanistan. Delivery of the remaining two airframes is expected by April 2008. The CC-177 aircraft are expected to have full operational capability by summer of 2009.

Tactical airlift capability is provided by the CC-130 Hercules aircraft. The CC-130 fleet currently generates an Air Expeditionary Unit (AEU) committed to a Joint Task Force in Afghanistan. The tactical CC-130s, which are nearing the end of their operational life, will be replaced with the CC-130J aircraft. First aircraft delivery should be not later than 2010, with Initial Operating Capability (IOC) expected by fall 2011. Delivery of all aircraft should be achieved no later than 2012 with Full Operational Capability (FOC) projected for winter 2013.

Building on the experience gained through the operational employment of CU-161 Sperwer Tactical Unmanned Aerial Vehicles (UAVs) in Afghanistan, the CF will increase the use and expand the roles of that capability. The deployed CU-161 Sperwer capability will be maintained until February 2009. As part of the plan to advance CF airborne Intelligence, Surveillance and Reconnaissance and Control (ISR&C) capabilities, the CF plans the acquisition of proven, capable surveillance and strike capabilities. This will include the acquisition of UAVs under a DND UAV acquisition program, and the continued modernization and structural upgrades to the majority of the CP-140 Aurora aircraft fleet until such time as a future replacement capability is acquired.

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[10] The temporary replacement of the Cormorant (CH-149) helicopters in Trenton with four Griffon (CH-146) helicopters to ensure the continuation of primary SAR capability.

The CP-140 Aurora long-range patrol aircraft and ship-borne CH-124 Sea King helicopters will continue to support maritime operations. The CH-124 Sea King will be replaced with the CH-148 Cyclone helicopter, with delivery dates to be determined. The Government has recently been informed by the prime contractor of a delay in the planned delivery date for the CH-148 Cyclone helicopter. Government representatives are currently conducting a detailed review of all aspects of the contractor's schedule to determine how to minimize the impact of these delays and to ensure that they will not affect the key performance and airworthiness requirements of the CF.

The CP-140 Aurora provides limited long-range northern sovereignty patrol capability as well as maritime air support to the navy and other government departments. The CP-140's traditional Anti-Submarine Warfare (ASW) focus will be reduced in order to develop the overall ISR&C capability within current resources.

A single Combined Forces Air Component Command (CFACC), located in Winnipeg, Manitoba, coordinates and tasks all air support to Canada COM and the subordinate Joint Task Forces (JTF), including Joint Task Force North (JTFN).

Air Command will continue to maintain the capability to provide forces able to operate as part of a multi-national coalition force, up to and including, mid-level joint and combined operations. These aerospace capabilities will be able to operate anywhere in the world and have the capacity to provide vanguard components of the Main Contingency Force for UN Operations. Moreover, the air force will continue to provide personnel to various NATO headquarters and continuously provide aircrews and other personnel to serve in the NATO Airborne Early Warning System, participate in NATO training and exercises, and provide the opportunity for allied air forces to conduct training in Canada.

As per the MND announcement on 20 July 2007, an Air Expeditionary Wing (2 Wing) will be established in Bagotville, Québec. 2 Wing will enable the rapid and decisive expeditionary capability in Canada, North America or abroad. An initial cadre will be in place in Bagotville in the summer of 2008 and an IOC will be in place by 2011.

To enable rapid capability development, Air Command created the CF Aerospace Warfare Centre. This unit will serve as the engine of air force transformation and will continue to work closely with other centres of excellence and deployable forces to develop aerospace power doctrine, explore new concepts, and make best use of lessons learned to improve the effective evolution of aerospace power. The air force is also leveraging new technologies to deal with asymmetric threats and will increasingly use space-based technology, such as satellites for beyond-line-of-sight communications.

Realizing that CF realty assets are deteriorating, Air Command will also direct activities to enhance and rebuild its infrastructure and facilities. The equivalent of 1.3 percent of the realty replacement cost on maintenance and repair activities undertaken in fiscal year 2006-2007 will be gradually increasing to 1.7 percent in fiscal year 2008-2009 and to 2 percent in fiscal year 2009-2010.

Joint, National, Unified and Special Operations Forces

The Canadian Forces Joint Headquarters (CF JHQ) is a rapidly deployable integrated, high readiness command and control team allocated to CEFCOM. It plans, reconnoiters and executes CF tasks by either utilizing its own resources or by employing Environmental Command generated and assigned forces.

CANSOFCOM

CANSOFCOM will continue to provide task tailored Special Operations Task Forces (SOTF) that generate a broad spectrum of agile SOF capabilities at high readiness to support CANADA COM, CEFCOM, NATO and other allies as directed by the Government of Canada. Their self-contained and comprehensive nature will ensure that they can respond immediately to threats at home and abroad. CANSOFCOM will be a strategic asset; conceived, built and honed for high risk tasks. In the Domestic security environment, it will complement the CF's role as the force of last resort by offering specific capabilities that no other agency can muster.

In the campaign against terrorism, it will be capable of applying subtle, discrete and surgically-precise kinetic and non-kinetic effects under the most hostile, difficult or politically sensitive conditions. CANSOFCOM-generated high-readiness task-tailored SOTFs will also be interoperable, and capable of operating in parallel with national and/or multinational domestic or mission-specific deployed task forces.

CANSOFCOM will continue to develop initiatives and programs, as well as an evolving force structure and capability with the capacity to provide the requisite direct effects in support of operations. Constant situational awareness will be maintained by a robust command structure and comprehensive command relationships with other commands, as well as the embedding of liaison officers with key CF counterparts and international allies.

CANOSCOM

The sustainment of current operations in Afghanistan continues to require significant effort. Although it is unlikely that a second major line of operation will emerge in the very near future, CANOSCOM must create the conditions that will enable the support and sustainment of a second theatre of operations.

The transformation of the Canadian Forces (CF) will continue in fiscal year 2008-2009. CANOSCOM will continue to support this effort, adhering to the CDS priorities to make the CF more relevant, responsive and effective. CANOSCOM's ongoing challenge is to provide even better support to CF operations, be they domestic, continental or expeditionary.

CANOSCOM will mount and deploy numerous technical assistance visits (TAVs), Supply Inspection Visits (SIVs), Rotation Supply Assistance Teams (RSATs) and Intermediate Staging Teams (ISTs) to ensure the effective movement into theatre and the efficient and effective support while in theatre of equipment and materiel. In addition, CANOSCOM stands ready to provide effective support to a wide range of domestic and international operational missions.

Long-Term Strategic Plan for Joint Collective Training

To maintain constant operational readiness of force elements, the CF will develop the necessary joint, collective training and force generation expertise and capacity to sustain the required forces in the most effective and efficient manner. Training will be monitored and standards measured in order to maintain high standards and to ensure appropriate accountability.

The Strategic Joint Staff will enhance the readiness of integrated capabilities through more centralized:

- synchronization and integration of joint and interagency training;
- design, development and conduct of exercises that involve strategic planning and crisis action planning; and
- management of the Collective Training and Exercise Account (CTEA) to support joint and interagency collective training.

The following bodies support the development of the CF Integrated Training Plan (CF ITP):

- the CF ITP Working Group to conduct the detailed development of the ITP; and
- the CF Integrated Training Board to conduct a strategic review, editing and endorsement of the ITP and associated strategic guidance documents.

Military Personnel Management

Regular Force

To generate and sustain military personnel capability for operations, at home and abroad and to ensure the sustainability of a viable and effective defence force, the CF recruits people from the civilian population and gives them the training and development they need to become operationally functional. Military personnel management is the complex system that addresses all aspects of recruitment, career management, training and education, health services, compensation, fitness, personnel support and recognition. Given the inherent risks and unique challenges of military service, Military personnel management must provide types and levels of support to CF members and their families that are often unlike those provided by other employers. The increased incidence of casualties of both injured and fallen, at levels not seen since the Korean War, has reinforced our operational and moral imperatives not only to ensure that the appropriate support mechanisms exist, but that they provide members with the confidence that their loved ones are well taken care of in their absence.

Expanding the CF is a national priority and will continue to be both an exciting opportunity and constant challenge to military personnel management. Force expansion has had a significant impact throughout the entire system beginning with the challenges associated with attraction, recruitment, training and supporting an increased volume of CF members and their families. It is imperative in the coming year to identify the mid to longer-term impacts of this growth on the system and address the remaining postexpansion sustainment issues. The Department has instituted innovative approaches, expanded below, to integrate and synchronize ways of conducting business to ensure the success of force expansion goals and objectives.

A key component of the military management system is the conduct and coordination of military personnel research and related analysis of topics and issues affecting the current and future force, based on best practices, evidence-based research and proven analysis techniques. Leading challenges in this area include research and monitoring of attrition, retention, recruiting and critical occupations issues, human dimensions of operations and operational tempo. A strategy undertaken to address these challenges has been the launch of a research and development (R&D) partnership that will leverage military personnel research capabilities through improved access to science and technology-based resources as well as a network of partners in the form of allies, academia, and Canadian Industry.

Recruitment

Effective recruiting is the first step in the generation of defence capability. To recruit the best for the CF, we will connect with Canadians to attract recruits across all geographic and ethnic communities. This is not only the right thing to do; it is fundamental, both for the CF's continued resilience as a national institution and to ensure Canadians connect with the men and women of their armed services. Through a broad range of coordinated activities, the CF will attract and enroll high quality recruits, both full and part-time, through a single, common enrolment, who are representative of Canadian diversity in order to meet the Government-mandated goal of force expansion.[11] A variety of applied research initiatives will be explored in support of these objectives including:

- New and emerging computer testing technologies that may well lead to significant enhancements in the CF's capacity to test complex mental abilities and serve to streamline the selection testing process; and
- Focus on the complex system simulation environment to develop new and enhanced simulation methodologies capable of modeling more complex scenarios, enabling more integrated strategic projections of force production, force generation and force employment as they relate to personnel and other resources.

Recruitment is an essential enabler in the development and maintenance of human capability and does not occur without its challenges. CF recruitment, from a total force perspective, has met force expansion enrolment goals and objectives. There remain, however, critical shortages in specific occupations.[12] The total number of distressed occupations has increased from last year and this has occurred due to a combination of factors such as:

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[11] This will also meet Recommendation three of the SCOPA report.

[12] An occupation is considered critical when the variance between the forecast amount of trained CF members in that occupation and the preferred manning level (PML) is 10% or greater and there is an indication that committed production or intake estimates will be insufficient to recover to PML within two years.

- higher attrition (release) rate than the historical norm. Last year the attrition rate was 7.9% versus the historical rate, which hovered around 6.2 to 6.4%. To note, this rate includes all CF Regular Force releases, from the new enrollee to those who reach compulsory retirement age. In short, despite the success in recruiting over the past few years, higher attrition has hindered the CF growth;
- growth from force expansion, in terms of established positions, in occupations that were already critically below Preferred Manning Level (PML), has compounded the problem and extended the time required to restore the distressed occupation to a healthy status such as Artilleryman Field, Combat Engineer, Crewman, Intelligence Operator, Signal Operator, Vehicle Technician;
- stiff competition with the civilian sector in recruiting those with professional Health Services skills/qualifications, such as Medical Officers, Pharmacist and those with medical technical qualifications such as Medical Lab Technologist, Biomedical Electronics Technologist and Medical Radiation Technologists; and
- difficulty in attracting candidates in most technical occupations particularly within the army and navy electronic engineering technician fields, such as Naval Electronic Technician, Naval Weapons Technician, Electro Optical Technician, or LCIS Tech.

Challenges in recruitment can be attributed to a number of external factors including record high levels of employment in Canada, continued increases in Canadians' level of education, a below-replacement birth rate, an aging workforce and labour force growth driven primarily by immigrants. In order to be effective, the CF will have to aggressively position our strengths in relation to our competitors by focusing on our ability as an employer to provide careers that offer an opportunity to make a difference; offer challenging, meaningful work in a diverse environment; and ensure ongoing personal and professional development for all members.

A key initiative in fiscal year 2008-2009 will be *Focused Recruiting*. This pertains to specific attraction and processing activities for individuals from the Canadian population who are currently under-represented in the CF. The CF is also focused on promoting and encouraging enrolment in occupations where particular recruiting difficulties are experienced. Within this context, CF recruiting has adopted a very aggressive Diversity Outreach Campaign to increase public awareness of the CF's education, training, employment and career opportunities among the Designated Groups - Women, Aboriginal Peoples and Visible Minorities – specifically identified in the *Employment Equity Act*. Some events in the Diversity Outreach Campaign will include:

- presenting to university/college Women's Student Associations;
- networking through professional organizations such as Women in Science and Engineering and Women in Aviation;
- presenting to university/college Aboriginal Student Associations;
- networking through National Association of Friendship Centres;
- conducting visits to Aboriginal Communities;
- participating in Pow Wows and other cultural events;

- presenting to university/college Visible Minority Student Associations and Town Hall meetings; and,
- networking through professional associations and visible minority community organizations.

In addition to our ongoing outreach programs, the CF will continue to support the RMC-sponsored Aboriginal Opportunity Leadership Year (ALOY), which will provide Aboriginal youth exposure to RMC.

In fiscal year 2008-2009, the following initiatives to support recruiting operations will be fully implemented:

- Canadian Forces National Recruiting Contact Centre (central point for all customer contacts for consolidated responses to requests for information and application packages);
- expanding the *Recruiter for a Day* program beyond the current Employment Equity (EE) paradigm to include recruiters within specific distressed occupations as well as more senior officers and senior non-commissioned members for activities with key influencers; and
- final implementation of Mobile Recruiting Concept, designed to deploy from existing Recruiting Centres and Detachments across Canada for a variety of activities from focused attraction to processing at community centres, or special events such as enrolment ceremonies in the local area of the new recruits.

The foregoing recruiting activities ultimately seek to increase the number and diversity of recruits into occupations that are experiencing shortages. The CDS has directed that 70% of applicants be enrolled within 30 days.[13] This standard accounts for difficulties applicants may encounter when they must consult third parties to provide information required by the recruiting process eg.. letter from family doctor or specialist where the response time is generally not within the 30 days. The timeframe begins when the applicant signs the Employment Application Form and ends the moment the applicant is offered a position as a member of the Regular Force.

Training and Education

An important aspect of the CF's ability to generate and sustain forces includes the training and retention of sailors, soldiers, airmen and airwomen. Training and education is a critical enabler for successful operations. To enable rapid response to urgent operational requirements, considerable capabilities and the resources of the CF Individual Training and Education System (CFITES) will continue to provide essential training and education support. This includes the following:

- providing foreign language training to reduce the language barriers between deployed CF personnel and foreign civil/military authorities;

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[13] DND/CF examined this issue in its response to Recommendation twelve of the SCOPA report, which stipulates that selected applicants be enrolled within 30 days.

- implementing improvements to leadership development following an examination of the requirements, expectations, and Canada's capacity, to act as both a partner and a coalition leader in current and future operations in order to provide future CF leaders with recommendations/considerations prior to assuming key leadership roles;
- providing pre-deployment legal training and awareness;
- providing operational training such as the *Conduct After Capture* course; and[14]
- transforming the IT&E capabilities and processes to ensure timely response to lessons learned in operations.

Expanding the Regular and Reserve Forces to meet domestic and international commitments will continue to create challenges for the training system not only to provide a large amount of additional training with constrained resources but also to retain recruits that are representative of the fabric of Canadian society. To address some of these challenges and progress towards achieving expansion targets, Chief Military Personnel will conduct several activities. Key among those will be the stand-up of Royal Military College Saint Jean (RMC Saint Jean) as an independent military educational institution on the campus of the former Collège Militaire Royal (CMR) at Saint-Jean-sur-Richelieu. Its primary mission will be to deliver a two-year Collège d'enseignement général et professionnel (CÉGEP) program with a capacity of 200 candidates and four program pillars: Academic, Profession of Arms, Physical Fitness, and Bilingualism.

Health Services

Change in Frequency and Process of Periodic Health Assessments (PHA). Canadian Forces Health Services will introduce an evidence-based, enhanced PHA approach that will improve the common health-care management system for all members and make pre- and post-deployment screenings more efficient and effective. By increasing the frequency of periodic assessments so that all personnel have a recent assessment, and decreasing the complexity of pre- and post-deployment assessments, it is anticipated that better quality assessment and surveillance of force health issues will result.

Mental Health. The Rx2000 Mental Health initiative has a project deadline of 31 March 2009. The CF Health Services will work towards the achievement of end state staffing with the addition of 218 new mental health positions across the country. To date 101 of these positions have been staffed. For the provision of consistent mental health practices, a comprehensive set of web-based policies and procedures, based on the new mental health model, will be put in place. Completion of the new Mental Health clinic in Shilo, Manitoba, is scheduled for fiscal year 2008-2009;

Montfort Hospital Partnership. The CF has entered into a contract with the Montfort hospital to relocate all components of the National Capital Region (NCR) clinic from its Smyth Road location into a long-term leased location at the Montfort hospital facility. The construction of the new building on the Montfort site is scheduled for completion in

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[14] *Conduct After Capture* course informs the student of various exploitation methods and interrogation techniques that captors may employ.

June 2008 and the complete relocation of equipment and services is anticipated for February 2009.[15]

Accreditation. In May 2008, the independent Canadian Council for Health Services will survey the CF Health Services Headquarters Quality Improvement Section and three CF health clinics, namely Comox, Esquimalt, and St. Jean for accreditation. Seven additional CF clinics will be working towards achievement of their accreditation in May 2009, namely Winnipeg, Shilo, Edmonton, Cold Lake, Kingston, Ottawa and Trenton.

Chaplain and Spiritual Support

In response to the needs of the CF and in cooperation with the faith communities in Canada, the Chaplain Branch is developing an approach to multi-faith ministry, which is unique within the world. Currently, Muslim, Jewish, and lay and ordained Christian chaplains, as well as advisors from other faith groups and the Aboriginal communities work collegially, often in uncharted waters, to support all CF members and their families. This is an important step for the Chaplain Branch and is a new capability for the CF to provide spiritual support, pastoral services and ethical advice to all members and their families, irrespective of religious beliefs.

Physical Fitness Strategy

The CF has a culture of health and fitness that is integral to military service and underpins human capability. The health issues affecting Canadians are attributed to low fitness levels, high rates of obesity, and growth in chronic illnesses such as diabetes and asthma and they present similar challenges for the CF. A less fit and healthy population is likely to result in a substantially changed pool of applicants from which the CF must draw and build. To ensure that the CF continues to maintain its high level of fitness and readiness, the CF is developing and implementing a comprehensive strategy that supports the promotion of a lasting healthy lifestyle.

The strategy also seeks to establish occupational fitness standards for the air force, army, navy and Special Forces to develop and sustain a CF that is physically, mentally and socially fit.

The following represent major milestones:

- April 2008 - Release of Health and Physical Fitness Strategy, Internal Communications and policy, and Awareness Campaigns;
- April 2009 - New Fitness Standards and Programs for the air force, army and navy; and
- 2010 - Fitness Data Collection System in place.

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[15] The CF Support Unit (Ottawa) Health Services Centre occupies the ground floor of the National Defence Medical Centre (NDMC) building on Alta Vista Drive. The Health Services Centre only will be relocating to the Montfort hospital. CF Health Services Group, 28 Medical Company, 33 Brigade Headquarters and the Ceremonial Guard, located in the NDMC building, will remain in situ until further notice.

Support

Retention is the end of a continuum that begins with the attraction and recruitment process followed by training and successful employment. The desired effect is to have the right amount of people, in the right job at the right time in their careers so that the CF is capable to meet its mission. A key to achieving this effect is to maintain a healthy balance between attrition (the number of people who exit the CF) and recruitment (the number of new people needed in the CF). Successful employment for CF members includes being adequately prepared to do their job and effectively supported by a healthy work and home environment. Military personnel management is responsible for the oversight of many of the programs and initiatives that effect successful employment of CF members and contribute to the success of the Defence Priorities. Ultimately, the cumulative effects of all support activities contribute to retention of highly skilled and trained CF members.

Attrition is an important element of force renewal. Some attrition is essential to ensuring the continuous flow of new recruits through to the most senior officers and non-commissioned members. What constitutes problematic attrition will vary across time and circumstances. Any amount of unexpected attrition in an understrength or very small occupation will be problematic. As well, training requirements from enrolment to being ready for operations can vary from 18 months to seven years. Unexpected attrition, in occupations having extended training and experience requirements, will have greater impact than would the same rate of attrition in an occupation having a shorter training period. The CF has established a number of indicators designed to ensure early identification of negative trends and to ensure appropriate intervention is taken in a timely manner. When attrition increases, high-level reviews are conducted to better identify whether or not it is a trend or an explainable 'blip'. If a trend develops, more detailed surveys for problem identification are undertaken and intervention strategies are developed where warranted.

Key activities for fiscal year 2008-2009 will include:

- administering the CF Retention Survey to eleven (11) occupations, including infantry officer, infantryman, crewman, engineer, ammunition technician, intelligence, intelligence operator, communications research, pilot, air navigator, boatswain;
- assembling multidisciplinary intervention teams designed to identify, develop and implement retention interventions; and
- developing a culture of retention throughout the DND/CF.

Care and Employment of the Injured, the Fallen and their Families. Care and Employment of the Injured, the Fallen and their Families is the highest priority within Chief Military Personnel. Canadians have witnessed, over the past year, the professionalism of the CF not only as a fighting force, but also in caring for its fallen and their families. A number of activities, including casualty and family support in all phases –pre-, during and post-deployment in order to alleviate deployment-related stress for service personnel and families, are being progressed in fiscal year 2008-2009. As risks continue to exist for our men and women serving in hostile regions of the world, it is crucial to ensure the mechanisms for repatriation, support for members and families and recovery function effectively.

Service Integration. Service integration remains the highest priority for the military personnel management system. An array of casualty and family support policies and programs intended to support commanding officers in meeting their obligation of care to members is extremely diverse and complex and involves close collaboration between military personnel management and Veterans Affairs Canada (VAC) at the base/wing/unit level. It is essential to ensure timely, effective and appropriate assistance to individual members and their families in negotiating the recovery, rehabilitation, and reintegration processes. The inaugural *CF Care of the Injured and Fallen Lessons Learned Symposium* - February 2008 - will be a forum to discuss results and plan related activities to enhance the current program and service framework which will be implemented in fiscal year 2008-2009.

Health Care to the Injured. The CF Health Services must provide excellent care for ill and injured CF members returning from deployment. The goal must be to maximize the injured member's recovery and rehabilitation in a collaborative and multi-disciplinary manner.

DND/VAC Program Harmonization. Programs within VAC, as well as services and treatments included in the CF Spectrum of Care, will be reviewed and harmonized as appropriate.

Case Management Phase III. Following a joint DND/VAC process mapping of casualty support case management, a standardization program for complex case management will be instituted to address seamless Case Management between DND and VAC. The goal will be to increase current capacity for a smooth transition from the CF.

Operational Stress Injuries (OSI) are defined as those that injure the mind or the spirit. Those wounds can also prove fatal. Therefore, one of the integral parts of the preparation, support, pre- and post-deployment of our members is *Operational Stress Injury Social Support (OSISS)*. In fiscal year 2008-2009, a new initiative to manage and operate a national peer support network for members, veterans and families dealing with OSI will be enhanced. This initiative seeks to improve the chances of full rehabilitation and functioning for members with an OSI.

Military Families

There are 40 Canadian Military Family Resource Centres (MFRC) located across Canada, the United States and Europe that assist CF families to manage the stresses associated with the unique characteristics of the CF lifestyle.

As the vanguards of family support in CF communities, in fiscal year 2008-2009, the MFRCs will evolve their practice:

- implementing the revised and improved policies and programs for CF families, to include Deployment Support, Child Care Research, and Support to Families of the Injured and Fallen;
- spearheading the *Military Families – Strength Behind the Uniform* campaign, which will acknowledge the capacity and resilience of families of CF members, as

well as make them aware of the vast array of publicly funded military family support services; and

- expanding and delivering the CF National Youth Model Services where MFRCs and CF youth will work together to develop local programs that will support and connect, provide leadership development and healthy living choices to the children of CF members serving across Canada, the US and in Europe.

Reserve Force

The Reserve Force is composed of CF members who enrolled for service other than uninterrupted full-time military service. The Reserve Force has four sub-components: the Primary Reserve, the Supplementary Reserve, the Cadet Instructor Cadre, and the Canadian Rangers.

Primary Reserve

The Primary Reserve structure includes the Naval Reserve, the Army Reserve, the Air Reserve, the Health Services Reserve and the Legal Reserve. As of April 2008, the Communications Reserve will be integrated into the Army Reserve. In international operations, the role of the Primary Reserve is to augment, sustain and support deployed forces. With respect to domestic operations, the Primary Reserve will continue to conduct coastal operations, air operations, as well as providing the personnel for Territorial Battalions. Some 7,000 reservists are employed full-time in performing staff duties in headquarters, schools and units, continuing to provide a valuable service to the CF. In addition, there are approximately 1,500 reservists employed in support of international and domestic operations.

The growth of the Reserve Force is a government priority. All Primary Reserve establishments are under-strength, and all could conceivably grow in order to satisfy the Government's intentions to increase the overall numbers within the Reserves. Any level of growth must come with a concomitant increase in funding to enable the training and development of these new reservists. The Reserves will continue to connect with Canadians, as well as conduct training and education to progress in the profession of arms. In support of the growth of the Reserve Force investment in training aids such as materiel, information management (IM)/information technology (IT), equipment and facilities are required to ensure their capacity and capability to generate trained reservists. Better and more effective use must be made of e-learning resources that currently exist to allow CF members to complete training online via the Internet or the DND Intranet and to ensure the highest standard of delivery of information is achieved.

Plans for Enhanced and Ongoing Support to Regular Force Personnel Deployed on Domestic and International Operations

The Reserves are committed to providing continued support to deployed operations as well as demonstrating leadership and contribution when called upon for contingency operations at home. Reserve units are located in Canada's communities, and as residents of those communities exercise regularly with local first responders to ensure that when called up in the event of an emergency, they can provide an effective contribution that reduces the effect of the crisis and assists in the return to normal. Fiscal year 2008-2009 will see continued emphasis on exercises at the local level in preparation for the Vancouver 2010 Olympics and Paralympics and renewed emphasis on recruiting to grow the Reserve Force. As Québec City celebrates its 400th anniversary in 2008, this event will see Reserves in support of many different activities.

Readiness Thresholds and Risks

The Reserve Force is now expected to meet the minimum Physical Fitness requirements of the CF. Physical fitness underpins an individual's ability to achieve readiness for operations. The primary risk to achieving readiness is a lack of investment in resources to equip and train reservists so that they can develop and maintain their combat competencies.

Education and Training

The Environmental Chiefs of Staff (ECS) are responsible to meet the training requirements of their Reserve Forces. The Canadian Defence Academy (CDA) provides education opportunities for reservists to ensure that reservists are as well educated as their Regular Force counterparts. Programs and courses are modularized to be accessible to part-time reservist.

Future of the CF Reserves

In a letter signed 12 June 2007, the CDS provided clear intent for the CF Reserves. The CDS's Planning Guidance for the Future of the CF Reserves provides the impetus for change within the Primary Reserve. Efforts are now underway to rationalize CF policy with respect to the Primary Reserve to enable transition from full-time service to part-time service and vice versa. These changes are required to more easily integrate Reserve personnel into operations and to ensure Canada's Reserve forces are relevant in the 21st century. Reservists are expected to participate in operations, and be physically and medically fit so that they can respond to crisis situations at home or deploy abroad. The CDS's Planning Guidance for the Future of the CF Reserves may be viewed at < http://www.vcds.forces.gc.ca/vcds-exec/pubs/Reserve-Issues/docs/CDSPlanningGuidance-FutureofCFReservesSIGNED2.pdf >.

The Government has indicated a desire to grow the force, both regular and reserve. In view of current resource realities, Defence has achieved a long-term sustainable amount of 26,000 Reservists. Any achievement of further growth will be contingent upon additional financial resources.

Primary Reserve

Naval Reserve

The Naval Reserve provides highly trained, combat-capable sailors for the ships' companies of the navy's Kingston class maritime coastal defence vessels and for coastal operations. The Naval Reserve will continue to recruit and train sailors and grow to established strength while being recognized as the premier Reserve organization and, building upon our heritage, the navy's link to communities across Canada. Their Mission is to generate sailors to support and sustain CF operations.

The total strength of the Naval Reserve stands at 3,870 personnel in all ranks. DND expects the Naval Reserve to reach its approved strength ceiling of 5,100 members by 2015. The Naval Reserves highest priority is to aggressively advance the total strength by expanding its numbers of recruiters at the Naval Reserve Divisions to achieve the 2015 goal.

The Naval Reserve will re-align the regional structure to be more responsive to Canada COM, provide an increased Naval Reserve presence in key national organizations, and ensure key programmes are properly maintained. The on-going transformation of Naval Reserve headquarters will allow greater responsiveness to the formations and to fulfill mandated requirements, such as the Comptrollership Action Plan and Integrated Risk Management.

Army Reserve

Canada's Army Reserve (Militia) is organized in 130 units in 110 cities and towns across the country. The roles of the Army Reserve are to provide the framework to mobilize, augment and sustain the Regular Force and serve as a link between the military and civilian communities.

The Army Reserve has successfully expanded to meet its Total Average Paid Strength target of 17,300 soldiers, and will be ready to conduct further expansion as directed. It will continue to provide augmentation to the Regular Force for domestic and international operations, and to backfill Regular Force personnel shortfalls within the army and the CF at all levels of responsibility. These demands will be balanced against the needs of the Army Reserve for its own leadership and management personnel.

Within the context of the army strategy, both the Regular and the Reserve components will go through significant change in the upcoming year, to streamline and improve force generation. This effort will significantly increase Army Reserve's force generation responsibilities, both in terms of depth - by providing reinforcement and of breadth - by providing unique capabilities not available in the Regular component (i.e., chemical, biological, radiological and nuclear response; civil-military co-operation, and psychological operations).

Communication Reserve

The Communication Reserve is mandated to generate forces and sustain combat-capable communication and information systems (CIS) elements and information operations support elements to augment deployed operations and strategic missions at home and abroad. The Communications Reserve is also providing CIS support to Army Reserve training activities. The Communication Reserve will continue to focus on centralized training locations, currently Canadian Forces Base (CFB) Kingston for occupational training and CFB Shilo for recruit and leadership training until fully integrated into the Army Individual Training System.

Air Reserve

The Air Reserve has been an integral part of defence planning throughout the history of the air force. The air force has integrated the highly trained men and women of the Air Reserve into total force (integrated full- and part-time military personnel) units with a single chain of command that supports all aspects of air force operations. Currently, the total strength of the Air Reserve stands at approximately 2,300 personnel in all ranks. The integrated air force structure means that air reservists are readily available for the day-to-day operation of the CF. Air Reserve members are now serving in many of the newly established command organizations, helping to ensure the effective integration of reservists into the new CF structure.

CF Health Services Reserve

Two core tasks assigned to the CF Health Services Reserve are to provide health services to the Army Reserves during field training exercises, and to sustain the CF Health Services Group domestic and expeditionary commitments. A prime driver of success is the Trained Effective Strength (TES) and therein the capacity of the Reserve Force to meet its obligations. A successful instructional cadre and sufficient notification of flexible course scheduling will significantly influence the TES.

To achieve these elements, an instructional cadre will be developed, a communication plan will be implemented, and work will continue to facilitate the modularization of courses for Regular Force members to improve accessibility for Reserve members. Two primary risks are associated with achieving these initiatives - factors such as personnel availability, course backlogs and other factors that are beyond the control of CF Health Services may delay progress, and existing personnel data on CF members, which is somewhat unreliable, and collection of accurate data difficult.

Legal Reserve

The planned strength of the JAG Primary Reserve List (PRL) is 90 percent of the JAG PRL Establishment or at 59 of 66 of positions staffed. The PRL legal officer strength is currently at 93.5 percent, or 58 of 62 positions filled. Reserve Force legal officers are employed on Class A service providing legal advice in all areas of military law. They are also employed on Class B (full-time, temporary) service to replace deployed Regular Force legal officers and to advance JAG Transformation. They have been and will continue to be deployed on international operational tours of duty on Class C service.

Supplementary Reserve

The Supplementary Reserve is composed of personnel with previous military service who could be recalled for military service in an emergency. Members of the Supplementary Reserve may serve on a voluntary basis, but are not required to perform any duty or training except when placed on Active Service. Defence will implement a new website to advertise employment opportunities for reservists. Wider visibility of CF requirements and employment opportunities will result in an increase of Supplementary Reserve personnel volunteering for service.

Cadet Instructor Cadre

The Cadet Instructor Cadre (CIC) is a sub-component of the Reserve Force, consisting of officers who have undertaken, by the terms of their enrolment, to perform such military duty and training as may be required of them. It consists of officers whose primary duty is the supervision, administration and training of cadets 12 to 18 years of age.

The CIC are committed to provide continued support to the Cadet Program, notably ensuring the cadets' safety and welfare while developing in them the characteristics of leadership, citizenship, physical fitness and stimulating an interest in the sea, land and air activities of the CF.

Canadian Rangers

The Canadian Rangers will continue to assert Canada's sovereignty by providing a military presence in sparsely settled, northern, coastal and isolated areas of Canada that cannot be covered by other elements of the CF. The size of the Rangers will increase to approximately 5,000 personnel over a five-year period. This will be achieved through growth within existing Canadian Ranger Patrols and with the establishment of new Patrols where sustainable. Canadian Ranger training and equipment will be refocused to align with their assigned role, mission and tasks which will result in a requirement for additional funding for pay and a modest capital investment to fund an equipment enhancement project over the same six-year period.

Canadian Forces Liaison Council

Canada has had a Reserve Force Employer Support Program since 1978, which starting in 1992, has been managed by the Canadian Forces Liaison Council (CFLC). The CFLC is a Ministerial Organization of senior civilian business and educational leaders nation-wide, who voluntarily promote the Reserve Force with the sole aim of getting Reservists the *Time off to Serve* without penalty. Legislation such as Bill C-40, An Act to amend the Canada Labour Code, the Canada Student Financial Assistance Act, the Canada Student Loans Act and the Public Service Employment Act, which is currently at the Senate, reflects the ongoing and evolving role of the CFLC to develop partnerships with employers and foster understanding of the value they gain from employing reservists. Further information on Bill C-40 can be obtained by accessing <http://www2.parl.gc.ca/HouseBills/BillsGovernment.aspx?Language=E&Mode=1&Parl=39&Ses=2#C40>.

The Council, which is supported by a military part-time Field Services and full-time Secretariat, conducts programs that target businesses and educational institutions to voluntarily develop their own military leave policies to allow reservists the available time to deploy on CF international and domestic operations, conduct military training, or participate in an exercise, while knowing that they would be able to return to their civilian jobs without penalty once they have completed their Reserve service. The CFLC's priorities for fiscal year 2008-2009 are to advance the following programs:

Reserve Unit Support / In-reach Program (RUSP)

With the increased numbers of reservists deploying on CF operations, the CFLC must continue to connect at all levels of the chain-of-command to provide reservists and their units with the resources to help them gain the support of local employers. The program's goals are to conduct CFLC presentations and Military Leave Representative training at all reserve units, and to meet with all Areas/Formations/Brigades.

ExecuTrek Program

The CFLC will continue to connect with employers and educational institutions by giving them a first-hand view of the quality of military training and benefits that reservists gain. This direct involvement in experiencing the reservists' training helps the employers understand the importance of the ongoing professional development the military offers, which in turn would result in employers granting time off for their reservists and/or have their companies draft military leave policies. The plan is to conduct up to 20 ExecuTreks comprising of a total of 500 guests/employers which would result in all guests signing a statement of support for the Reserve Force and voluntarily drafting military leave policies within their organization.

Reserve Assistance Program

The RAP program helps prevent conflicts between reservists and employers, and assists in resolution when necessary. The CFLC anticipates that the RAP program will provide direct assistance to the reservist when help is needed the most, to facilitate common ground between the reservist and the employer or educational institution. The best measurement of success is that all cases identified to CFLC are resolved quickly and to the satisfaction of both the reservist and the employer.

Outreach Program

Outreach is CFLC's way of telling large numbers of employers and the public about the value of military training for the civilian workplace. Direct mail, trade shows and conferences, magazine articles and speaking opportunities are the ways that CFLC will spread the word to gain employer support for the Reserve Force.

Awards and Recognition Program

Recognizing employers and educational institutions that have been supportive in granting time off for training and operations is essential in maintaining the Profitable Partnership. Reservists are highly encouraged to show their appreciation by formally thanking their employers and educators by nominating them for an Employer Support Award. The plan is for all provinces to conduct an Awards ceremony, with a goal of having at least 180 nominations.

Force Expansion

Force Expansion will continue to create challenges for the CF training system not only to provide a large amount of additional training with constrained resources but also to retain recruits that are representative of the fabric of Canadian society.

To address some of these challenges and achieve Force Expansion targets, we will:

- reduce the number of recruits who are automatically released for failing to achieve the required standards of fitness and education. A programme will be introduced to coach as many of the recruits as possible to meet the standards. This will involve analyzing, planning and implementing a programme bringing recruits to a higher level of education or fitness (e.g., prior to the Basic Military Qualification (BMQ) course) to ensure success on BMQ and subsequent courses;
- re-open Royal Military College Saint-Jean (RMC Saint-Jean) as an independent military educational institution on the campus of the former Collège Militaire Royal (CMR) at Saint-Jean-sur-Richelieu with a primary mission to deliver a two year Collège d'enseignement général et professionnel (CEGEP) program with a capacity of 200 candidates and four program pillars: academic, profession of arms, physical fitness, and bilingualism. The strategic objective is to enhance officer production as part of force expansion by offering a two-year CEGEP equivalency program that would facilitate recruitment of quality candidates from the secondary educational system of the Province of Québec and continue to provide a 'prep year' for RMC as necessary for officer candidates from the other diverse educational systems of Canada; and
- implement a program to increase training capacity by Alternative Training Delivery strategies (ATD). The ATD initiative includes partnerships with community colleges, more effective use of instructional technologies and more robust and responsive On-Job-Training (OJT) programs.

Civilian Human Resources

The Assistant Deputy Minister (Human Resources-Civilian) (ADM (HR-Civ)) Group exists to effectively support the CF in conducting operations by developing and implementing plans, policies and programs to recruit, develop and retain civilians. ADM (HR-Civ) is a service delivery function, responsible to ensure a consistent, cohesive, coherent and integrated approach to civilian human resources management in DND and the CF.

ADM (HR-Civ) activities and plans continue to be developed in line with governmental objectives such as the Clerk of the Privy Council's Public Service Renewal initiative, and with CF/DND strategic plans and priorities. Emphasis will be placed, during fiscal year 2008-2009, on improving the provision of expert and timely advice to DND/CF senior leaders. ADM(HR-Civ) will continue to focus on building people capacity while continually searching for productivity improvements and the means to capitalize on emerging technology.

Integrating Business Planning with HR Planning

We will strive to more fully integrate human resources and business planning to develop a unified plan that captures high-level key objectives, performance measures and achievements.

In the strategic HR planning area, more substantive feedback will be provided to senior leaders at regular intervals in the planning cycle. A mid-year civilian Strategic Intake Plan (SIP) – a validation exercise that integrates HR planning and financial management processes - will also be conducted.

Recruitment

Recruitment efforts will continue to be challenged during the coming year in an environment of keen labour competition for talent. Approximately 30% of the civilian population is eligible to retire by 2012. In order to ensure that the Department can recruit and develop the next generation of its civilian workforce, we will need to develop sustainable recruitment/retention strategies and expand our apprenticeship program. The apprenticeship program activities will allow us to hire and train apprentices over the next 5 years with the intention of having them to address the pending retirement wave. In addition, plans to enhance the external recruitment website, and design pilot programs of pooled recruitment for specialized needs areas will be undertaken. Opportunities to improve recruitment will be maximized through the development of electronic tools and supporting processes.

Corporate succession planning framework

Efforts to establish a corporate succession planning framework, and the ongoing implementation of the departmental retention strategy and apprenticeship framework will continue.

Employee Development

Capability, recruitment and retention are inextricably linked to the imperative to train and foster employee development. In doing this, ADM(HR-Civ) has, and will continue, to synchronize learning with the needs of the CF and the Public Service while fostering leadership at all levels and supporting individual learning plans for all. DND currently boasts a completion rate of 90 percent for individual learning plans.

Enabling Infrastructure

HR service delivery is an essential support function to the CF, but one that is experiencing the strain of continual high demand. Civilian population growth, high turnover rates, and an aging population have created a demand for more and faster HR services. The existing service delivery model is no longer useful. We will examine alternatives to the current model to achieve a more efficient service. Some of these include enabling employee self-service and capitalizing on new *Public Service Modernization Act* (PSMA) flexibilities, such as collective staffing. Partnering with CMP with regards to recruitment, outreach, diversity, as well as awards and recognition activities will be explored. New tools and technology will also be explored to enhance service delivery such as an interactive website for resumes, web-enabled recruitment, and an electronic pay card.

ADM(HR-Civ) plans to undertake a number of new initiatives to improve its client service to managers and employees. One such initiative is to create a new service cell in the National Capital Region Service Centre that will focus on self-service improvements (i.e., more web-enabled delivery). A number of services will be made available to employees online using the new technology of HRMS v 8.9, leave self service and online pay.

Materiel Acquisition and Support

Defence spending has a significant impact on Canadian jobs and provides other economic benefits to Canada, throughout the country. Canadian aerospace and defence firms have built successful businesses in Canada, across the industrial spectrum, for domestic and global markets. In terms of its impact, total aerospace and defence employment, including maintenance, repair and overhaul, is estimated at 73,000 jobs. The defence industrial base includes aerospace, ammunition, shipbuilding, military vehicles and defence electronics industries. Typical defence industries expenditures in fiscal year 2006-2007 accounted for $3.54 billion.[16] In addition, expenditures of approximately $3.89 billion were spent on "not so typical" defence-related goods and services such as: construction, fuel, transportation, telecommunications and related services and utilities.[17]

The acquisition and support of materiel (the equipment or supplies necessary to equip, operate and maintain defence-related activities) is a considerable proportion of defence spending. DND is the Government's largest materiel manager and, as of 31 March 2007, the Department had a total asset value of $51 billion, with $27 billion related to materiel expenditures (i.e., ships, aircraft and vehicles).[18] In fiscal year 2007-2008, DND will spend approximately $2.4 billion on materiel and services to support the equipment in the Department's inventory.

In terms of fiscal year 2008-2009 priorities, DND will continue to focus on completing the major crown projects arising from the increase in approved capital spending. The Department is taking steps to strengthen the capacity to deliver projects. These include rebuilding DND project management workforce and other specialist staffs and enhancing centres of excellence for major acquisitions through professional development and further standardization of project management and project support tools. DND will also continue to focus on introducing rapid enhancements to soldier survivability, particularly in the area of protection against Improvised Explosive Devices (IEDs), and quickly fielding new equipment in response to approved operational requirements.

A primary enabler for all aspects of defence planning will be the development and implementation of concrete and justifiable defence planning methodologies to prioritize investment projects through the Defence Investment Strategy. A holistic and integrated investment strategy will improve materiel acquisition programming and prioritization and thereby enhance DND's ability to deliver projects.

Defence will also implement several initiatives to improve the overall acquisition system while continuing to adhere to Parliamentary and Treasury Board rules and processes. The acquisition system will be enhanced by:

- developing high-level statements of requirements and minimizing customization and detailed specifications;

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[16] Making Sense Out Of Dollars 2007-08 http://www.admfincs.forces.gc.ca/financial_docs/intro_e.asp

[17] Ibid

[18] National Defence financial statements as of 31 Mar 07

- focusing on off-the-shelf technology – proven solutions which save time, cost and reduce complexity and risk;
- ensuring appropriate accreditation and training for procurement officers; and
- continuing to work closely with Public Works and Government Services Canada to ensure timely award of contracts and delivery of equipment and services to meet CF needs while ensuring best value for Canadians.

Defence will continue to respect approval and oversight processes and the basic tenets of fairness, openness, and transparency continue to be the cornerstone of our acquisition practice.

Planned Capital Acquisition

Defence's key focus in fiscal year 2008-2009 will be to continue investment in core capabilities to ensure that transformation and modernization of the CF progresses as planned. The DND Investment Plan Framework forms the basis of this plan. Following the development of a DND Campaign Plan and Strategic Capability Roadmap, the investment plan is expecting approval by the end of fiscal year 2008-2009.

The following major projects will be seeking expenditure authority for either definition or implementation during the next 12-24 months.

Joint Support Ship

This project will replace the aging Auxiliary Oiler Replenisher class with a vessel capable of supporting not only other ships, but also land and air forces operating from those ships. The Joint Support Ship Project, currently in the definition phase, has two industry teams developing proposals for preliminary ship design, a project implementation plan, and an in-service support plan. Intention is to deliver the first of these multi-role vessels in 2012. These plans will be evaluated, and the team that produces the better plan will be selected to execute the project. Formal effective project approval will be sought in 2008.

Halifax-Class Modernization

The backbone of Canada's navy, the Halifax-class frigates are approaching mid-life and, consequently, require updates not only to ensure their continued operational viability but also to ensure the bridge to the fleet of the future. This project, currently in its first phase of implementation, includes strategic, non-strategic and national procurement projects. The second phase, for which approval will be sought in 2008, will implement the Combat System Integration component of the project. This phase will see the selection of a prime contractor, who will procure, install, and integrate five major combat systems in each of the 12 ships. The first frigate will commence its modernization in 2009.

Arctic/Offshore Patrol Ships

The Arctic/Offshore Patrol Ship Project will procure six to eight ships capable of operating in the frequently ice-bound waters of Canada's North. Currently in the definition phase, this project is estimated to cost approximately $3.1 billion for the ships and associated infrastructure. Government approval for implementation will be sought in 2009.

Medium- to Heavy-Lift Helicopter Project

This project will deliver a medium- to heavy-lift land-based helicopter to fill the gap in CF tactical aviation mobility capabilities that opened during the 1990s when the CH-147 Chinook was retired. This project entered its definition phase in June 2006, and is expected to seek approval for implementation in 2008. The CH-147 Chinook, manufactured by Boeing, is the preferred airframe. Delivery of up to 16 helicopters is scheduled to begin in 2011. However, in response to the report of the Independent Panel on Canada's Future Role in Afghanistan (Manley Panel), the Department is actively working to select and deploy an interim medium-lift capability as soon as possible.

Fixed Wing Search and Rescue Project

With the objective of acquiring 15 aircraft to replace the six Buffalo and ten CC-130 Hercules transport aircraft currently used in search and rescue training and operations, this project will allow the Government of Canada to respond effectively to aeronautical and maritime incidents in the Canadian SAR area of responsibility. It is intended that this project proceed into its definition as soon as possible and may be ready for approval in 2008. Delivery of the new fixed-wing SAR aircraft to 19 Wing Comox, 17 Wing Winnipeg, 8 Wing Trenton and 14 Wing Greenwood will begin by fiscal year 2014-2015.

Uninhabited Aerial Vehicles

The JUSTAS Project will bring the CF a fleet of medium-altitude Uninhabited Aerial Vehicles (UAVs) capable of overland operations, in Canada and abroad, providing intelligence, reconnaissance, surveillance and target acquisition information. The principal objective is to procure an integrated and joint interoperable UAV system that includes the air vehicles, sensor suites, communications and infrastructure. The project is aiming to deliver an initial operational capability in 2011. Pending delivery of JUSTAS, Project NOCTUA will provide a leased improved interim UAV capability to support current operations, beginning in 2009 when the Sperwer system becomes no longer supportable. This will address one of the key issues raised by the Independent Panel on Canada's Future Role in Afghanistan (Manley Panel).

Utility Transport Aircraft

The objective of the Utility Transport Aircraft Project is to replace the four CC-138 Twin Otter transports currently in service with up to 12 robust, cost-effective aircraft that meet the requirements of utility airlift in Canada's remote and Arctic regions to increase CF capacity in the North. This capability will be delivered in the form of a new purchased aircraft between 2011 and 2013. The project will enter its definition phase in 2009.

Integrated Command and Control System

The Integrated Command and Control System (IC2S) Project will develop and implement a command and control information system for the entire CF that will permit effective conduct of all phases of operations in the global security environment of the future. To achieve this aim, the IC2S Project will achieve the following objectives:

- integrate existing CF classified command and control capabilities into a seamless secure, reliable core command and control information system for the entire CF;
- link the CF command and control information system with other information capabilities at the tactical level in the CF, at DND and other Canadian Government departments, in allied nations, and with public systems;
- implement new capabilities that enable users of the CF command and control information system to conduct tasks in support of the four DND/CF core functions; and
- implement new capabilities to increase the reliability, survivability and maintainability of the CF command and control information system.

The IC2S project will be seeking preliminary project approval in 2008.

Medium Support Vehicle System (Medium Trucks)

The Medium Support Vehicle System (MSVS) project will replace the in-service medium lift logistics trucks that will not be supportable due to parts shortages and ever increasing operations and maintenance costs by 2008. This project will provide medium lift trucks to the operational Field Force, Reserves, air force and Joint units with the capability of administratively transport combat troops and tactically transport cargo and equipment.

Up to 1,500 Standard Military Pattern vehicles, 300 trailers, 300 armour protection systems will be procured. Another 800 Military Commercial off-the-shelf vehicles and 1,000 Special Equipment Vehicle (SEV) kits that encompass, but are not limited to medical, dental, engine repair, communication equipment repair, optics repair, weapons repair etc. will also be procured. The project is currently in its definition phase and will be seeking approval for phased implementation commencing in 2008.

Family of Land Combat Systems

This programme will seek to extend life, replace and modernize the current fleet of land combat vehicles. The programme will consist of several distinct projects to address specific capabilities such as close-combat vehicles, light and medium armoured vehicles, artillery systems and ground based air defence systems. Programme identification is ongoing and approval for the definition phase of this programme will be sought in 2009.

Tank Replacement Project

The Tank Replacement Project will seek to replace Canada's aging Leopard C2 tank fleet with a modern, heavily protected, mobile, direct fire support capability. Up to 100 tanks and support vehicles will be procured. This project is in its first phase of implementation and deliveries have commenced. Approval for the next and final phase is planned for 2009.

Accrual Budgeting for Major Capital Projects

PLANNED CAPITAL PROJECT EXPENDITURES ($ Thousands)	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Budget 2005 Announcement				
Medium to Heavy Lift Helicopters	8,839	100,610	283,352	243,070
Medium Support Vehicle System	6,439	10,897	163,765	240,278
Airlift Capability Project - Tactical	160,600	604,352	421,899	565,885
Joint Support Ship	0	82,300	96,000	194,000
Halifax-Class Modernization (HCM)	38,999	53,878	61,693	109,215
JTF 2 Relocation	4,365	24,748	17,009	2,414
JTF 2 Capability Expansion	0	22,097	29,271	27,953
Canadian Special Operations Regiment Equipment	0	52,368	57,151	0
CSEC Mid-Term Accommodations	1,338	19,938	19,444	32,956
Total	**220,580**	**971,188**	**1,149,584**	**1,415,771**
Budget 2006 Announcement				
Airlift Capability Project - Strategic	956,512	256,863	208,662	237,092
Arctic Offshore Patrol Ship	1,820	14,064	26,916	TBD
Tank Replacement	95,611	58,831	47,040	4,560
M777 Howitzers	6,837	261	0	0
Trenton Runway Ramp	15,359	0	0	0
Total	**1,076,139**	**330,019**	**282,618**	**241,652**
Grand Total	**1,296,719**	**1,301,207**	**1,432,202**	**1,657,423**

PLANNED ACCRUAL EXPENSES $ Thousands	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Budget 2005 Announcement				
Medium- to Heavy-Lift Helicopters	90	346	1,048	1,031
Medium Support Vehicle System	523	533	12,408	34,551
Airlift Capability Project - Tactical	410	3,980	1,266	17,768
Joint Support Ship	0	0	0	0
Halifax-Class Modernization (HCM)	932	9,850	7,285	16,386
JTF 2 Relocation	0	0	0	36,621
JTF 2 Capability Expansion	0	16,028	19,432	24,244
Canadian Special Operations Regiment Equipment	0	29,120	28,324	4,411
CSEC Mid-Term Accommodations	500	7,500	3,573	1,165
Total	**2,455**	**67,357**	**73,336**	**136,177**
Budget 2006 Announcement				
Airlift Capability Project - Strategic	90,111	141,080	157,498	79,770
Arctic Offshore Patrol Ship	132	234	384	TBD
Tank Replacement	12,258	22,564	47,564	5,084
M777 Howitzers	3,791	863	863	863
Trenton Runway Ramp	96	384	384	384
Total	**106,388**	**165,125**	**206,693**	**86,101**
Grand Total	**108,843**	**232,482**	**280,029**	**222,278**

Source: Assistant Deputy Minister (Finance and Corporate Services) Group

* Due to rounding, figures may not add up to totals shown.

Note:

1. The investment table reflects the planned cash expenditures and accrual expenses for the projects that have received Cabinet and Treasury Board approval, with the exception of the Joint Support Ship, which has received Cabinet approval only. The table also includes additional reprofiling request to be sought prior to the end of fiscal year 2007-2008.

Conduct Operations

The capability to conduct operations effectively at home and abroad is provided by efficient, professional maritime, land, air and special operations forces, supported by many partners and agencies. It comprises a variety of activities, including international operations in conjunction with NATO and the UN, continental NORAD operations, and domestic operations, such as surveillance and control of Canadian territory.

Strategic Outcome: Success in assigned missions in contributing to domestic and international peace, security and stability.

Program Activity: Conduct Operations – Total spending Net of Revenues				
Resources ($Thousands)	**Forecast Spending 2007-2008**	**Planned Spending 2008-2009**	**Planned Spending 2009-2010**	**Planned Spending 2010-2011**
Departmental Spending	2,454,835	2,582,092	2,638,827	2,619,827
Capital Spending (included in departmental spending)	196,508	313,998	311,557	314,500

Source: Assistant Deputy Minister (Finance and Corporate Services) Group

Departmental and Capital Spending - Planned (Net of Revenue in $ thousands)

Departmental Financial Resources by PAA Sub-Activity Level	**Planned Spending 2008-2009**	**Planned Spending 2009-2010**	**Planned Spending 2010-2011**[1]
Conduct Operations			
Sub Activity:			
Perform Intelligence, Surveillance, and Reconnaissance Activities including through Networks and Collaboration	**934,684**	943,676	941,701
Employ Forces to Conduct Domestic and Continental Operations	**478,457**	488,885	482,836
Employ Forces to Conduct International Operations	**1,050,960**	1,085,917	1,072,281
Allocation of Internal Services	**117,991**	120,349	123,010
Total Conduct Operations	**2,582,092**	**2,638,827**	**2,619,827**

Source: Assistant Deputy Minister (Finance and Corporate Services) Group

* Due to rounding, figures may not add up to totals shown.

Note:

1. The 2009-2010 and 2010-2011 planned spending figure for International Operations assumes that the Government will continue with international deployments at a level comparable to the current operational level.
2. This is the Department's first attempt at reporting planned spending figures by the sub-activity level of the program activity architecture, therefore the numbers are subject to continued revision and refinement.

Capital Financial Resources by PAA Sub-Activity Level (included in Departmental Spending)	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011[1]
Conduct Operations			
Sub Activity:			
Perform Intelligence, Surveillance, and Reconnaissance Activities including through Networks and Collaboration	**239,930**	235,612	239,834
Employ Forces to Conduct Domestic and Continental Operations	**9,729**	9,729	8,574
Employ Forces to Conduct International Operations	**53,219**	53,216	51,536
Allocation of Internal Services	**11,120**	12,999	14,556
Total Conduct Operations	**313,998**	**311,557**	**314,500**

Source: Assistant Deputy Minister (Finance and Corporate Services) Group

* Due to rounding, figures may not add up to totals shown.

Note:

1. The 2009-2010 and 2010-2011 planned spending figure for International Operations assumes that the Government will continue with international deployments at a level comparable to the current operational level.
2. This is the Department's first attempt at reporting planned spending figures by the sub-activity level of the program activity architecture, therefore the numbers are subject to continued revision and refinement.

Constant Situational Awareness

The Defence Intelligence function is a critical enabler that supports CF operations, senior Defence and Government of Canada decisions-makers, as well as allies and key domestic and international partners. The Chief Defence Intelligence (CDI) is the DND/CF Authority responsible for the Defence intelligence function.

The CDI's all-source analytical capacity has been eroded in recent years and requires attention in the near-term to maintain support to current operations and strategic decision-making, and to contribute to international partnerships with key allies.

In fiscal year 2008-2009, CDI will complete a study on counter-intelligence, with a view to improving service with respect to national-level and operational requirements. CDI continues to develop a force-generation strategy for counter-intelligence and human intelligence capabilities, which are critical to commanders' situational awareness. In addition to maintaining its counter-intelligence, human intelligence, geospatial intelligence and various other programs, Defence Intelligence will continue to support and contribute to Canada's integrated signals intelligence program, which entails close partnership and program delivery by the Canadian Forces Information Operations Group and the Communications Security Establishment Canada (CSEC).

In fiscal year 2008-2009, CSEC will continue to evolve its strategic direction to support the Government of Canada's intelligence objectives. CSEC will focus on government priorities regarding security, defence and foreign affairs, including actionable intelligence on foreign terrorists and support for Canada's mission in Afghanistan. CSEC will also provide advice, guidance and services to help protect electronic information and information infrastructures of importance to the Government of Canada. Over the next three years, CSEC will take measures to further enhance performance of its mandate, including improving infrastructure, expanding technological and scientific capabilities, maturing governance, and transforming culture to better support its people.

The Joint Information and Intelligence Fusion Capability (JIIFC) Project will lead to a common operating picture[19] for commanders at all levels. A long-term infrastructure plan for the JIIFC Project is being developed.

The mission of the Marine Security Operations Centres (MSOC) is to generate maritime situational awareness by combining the knowledge and skill sets of the Government departments and agencies involved in marine security. Functioning coastal MSOCs comprised of DND, RCMP, DFO, TC and CBSA personnel are close to achieving Initial Operational Capability in DND facilities in Halifax and Esquimalt. Unresolved legal issues constrain the sharing of some information and intelligence among partners and have hindered the rapid implementation of the project. Efforts to resolve these issues are ongoing. Previous intentions to house the MSOCs in purpose-built facilities have been put on hold due to the rapid escalation of building costs. The effect of this accommodation arrangement on achieving Full Operational Capability (initially planned for 2010) is being re-assessed. Both the Halifax and Esquimalt MSOCs will likely remain housed within existing DND facilities for the foreseeable future.

Domestic and Continental Operations

As the operational headquarters responsible for CF operations in Canada and its approaches, as well as in the United States (except for operations conducted under NORAD) and Mexico, Canada COM will conduct routine and contingency operations within its area of responsibility to detect, deter, prevent, pre-empt and defeat threats and aggression aimed at Canada. These operations span the spectrum of military activity, from the simple provision of personnel and equipment, through complex consequence management operations, to the commitment of combat-capable forces to support the defence of Canada.

Canadian Operational Support Command (CANOSCOM) works in conjunction with Canada COM to develop and implement plans to support domestic and continental operations by deploying high-readiness support capabilities as required. CANOSCOM manages the Canadian supply and ammunition depots as well as the domestic movements system that, together, permit the CF to respond to domestic requirements. As the CF continues to focus on domestic response issues, CANOSCOM will expand the commercial aspects of the transportation system to meet CANADA COM's needs.

In cooperation with other government departments and agencies, Canada COM will contribute to asserting Canada's sovereignty and ensuring the security of Canadians. In this context it will continue to enhance cooperation and foster relationships with Public

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[19] A singular representation of operational information, based on common data and information shared by more than one command that can be tailored by users. The representation shows both temporal and spatial relationships, and the assessed confidence value of the information. It facilitates collaborative planning, self-synchronization, and assists all echelons to achieve situational awareness.

Safety, the RCMP, Canadian Coast Guard and other security partners. It will also continue to promote the exchange of timely and pertinent information and participate in a wide range of exercises and operations with other government departments and agencies such as OP NANOOK 2008, which will take place in the eastern Canadian Arctic.

In fiscal year 2008-2009, annual domestic and continental interdepartmental table-top exercises will contain a series of scenarios to test Canada's preparedness for the 2010 Vancouver Olympic and Paralympic Games. Canada Com will provide support to other government departments and agencies, in particular Public Safety Canada, in preparing for the Games.

Canada Com will also provide support to other government departments and agencies in the pursuit of broader activities to ensure Canada's national security. In this regard, the CF will continue to provide naval and air capabilities to OP CARIBBE, Canada's mission in support of Joint Interagency Task Force South (JIATF(S)). JIATF(S) is a multi-national mission to counter narcotic trafficking activities in the Caribbean, Gulf of Mexico, Eastern Pacific and Western Atlantic. The CF will seek to contribute between 60 and 90 ship days and 200 flying hours in support of JIATF(S) operations.

The CF will continue to provide a presence in the three northern territories through Canada COM's regional Commander responsible for the North. The Canadian Rangers, who are to be expanded and their equipment modernized, will continue to conduct regular sovereignty patrols in the region. In addition, the CF will continue to increase both the range and complexity of their joint exercises in the Arctic. The establishment of an Arctic Training Centre in Resolute Bay and a deep-water docking and refueling facility in Nanisivik, the construction of the new Arctic/Offshore patrol ships, and ongoing scientific research into remote surveillance and sensing equipment suitable for northern operations, will further increase the CF' presence and enhance their surveillance capabilities in the Arctic as well as their capacity to support other departments and agencies' activities in the region.

The CF, through Canada COM, will work with their US counterparts to develop and improve the concepts of operations, and command and control structures in North America that will include developing a Combined Defence Plan. To this end, Canada COM, in conjunction with the North American Aerospace Defense Command (NORAD) and the US Northern Command (NORTHCOM), will continue to conduct bilateral training and exercises.

The Commander Canada COM is responsible for domestic aeronautical and maritime search and rescue (SAR) operations. The air force provides the equipment and personnel for aeronautical incidents, and the Canadian Coast Guard provides marine resources and personnel for maritime incidents. Where and when required in each search and rescue region across Canada, maritime and/or aeronautical responses are accomplished by CF and Canadian Coast Guard personnel working closely in Joint Rescue Coordination Centres.

International Operations

Security in Canada ultimately begins with stability abroad and the CF have an important role to play in maintaining international peace and security.

The Commander of Canadian Expeditionary Forces Command (CEFCOM) is responsible for the conduct of all overseas operations, including assistance to humanitarian operations, as well as peace support and combat operations.

Through CEFCOM, the CF will support a range of international operations and, should the Government request it, will be prepared to engage in:

- deploying forces globally, as directed by the Government, to participate in operations with NATO, the UN or other coalition partners;
- supporting Canada's commitments to NATO and the UN by making maritime, land and air forces available to provide a rapid response capability for use in international emergencies and other security challenges;
- delivering funds and materials from CIDA to civil-military co-operation projects in theatres of operation;
- providing humanitarian assistance and conducting disaster relief activities in Canada and anywhere in the world which could include: helping civil authorities provide humanitarian relief, providing medical assistance, and re-establishing local infrastructure through the Disaster Assistance Response Team (DART), possibly as part of an international joint and combined force; and
- evacuating Canadians from foreign countries threatened by imminent conflict, in conjunction with the military forces of other nations.

The deployable organizations under command of CEFCOM include:

- Disaster Assistance Response Team who will continue to provide humanitarian support and disaster relief to domestic and overseas missions, as directed. The core DART consists of four elements: primary medical care, water purification, Command and Control (C2) and integral support capable of expanding to include additional existing CF capabilities. The DART Enhancement Project, expected to be completed in fiscal year 2007-2008, enhances the DART concept as it relates to its flexibility by adding equipment to better serve disaster response needs. The lessons learned from the deployments to Sri Lanka and Pakistan will be used to guide equipment requirements; and
- Canadian Forces Joint Headquarters (CFJHQ) which will continue to provide, within 48 hours of notice, reconnaissance and leadership for the DART, Non-Combatant Evacuation Operations (NEO) and leadership for, and subject-matter expertise in, Theatre Activation.

Lessons learned through the conduct of worldwide operations will be applied to make improvements to the effectiveness and efficiency of operations conducted by CEFCOM. In particular, there will be increased focus on:

- an integrated and unified approach to operations with increased focus on providing value-added support to deployed forces;
- enhanced warning and planning capabilities;
- improved responsiveness to contingencies; and

- expedited transition to operations through improved force preparation (with the Force Generators), and continuous transformation.

Beyond the sphere of the CF, CEFCOM will continue to reinforce the whole-of-government aspects of operations abroad, engage our international partners and help build Team Canada.

CEFCOM deployed operations are enabled by Canadian CANOSCOM, who will continue to conduct worldwide support operations, in support of CEFCOM missions. These operations will typically include the deployment of Interim Staging Teams, movement control detachments and other support teams. CANOSCOM will continue to coordinate the force generation of support and technical assistance teams for employment within CEFCOM operations as determined and approved by CEFCOM.

The evolution and development of operational support capabilities necessary to meet current and future support requirements remains a dynamic element of CANOSCOM's role. A key CANOSCOM role is to work with NATO nations and other partners to create better support through collaboration and sharing national capabilities when deployed. This ongoing effort has already resulted in improvements and as CANOSCOM continues to influence key allies, the CF will benefit from the resulting economies of scale for deployed support. An Operational Support Engineering Group was stood up in March 2007 and is pursuing improvements in the CF general support engineering capacity. Also, the newly formed Operational Support Military Police Group expects to stand-up the initial cadre of a Protective Services Unit in 2008 and CANOSCOM is actively engaged in a number of studies examining support concepts and technologies.

Contribute to Canadian Government, Society and the International Community

Strategic outcome: Good governance, Canadian identity and influence in a global community.

Program Activity: Contribute to Canadian Government, Society and the International Community – Total spending Net of Revenues

Resources ($ Thousands)	**Forecast Spending 2007-2008**	**Planned Spending 2008-2009**	**Planned Spending 2009-2010**	**Planned Spending 2010-2011**
Departmental Spending	931,378	1,222,855	1,283,865	1,297,129
Capital Spending (included in departmental spending)	26,231	58,083	59,734	59,341

Source: Assistant Deputy Minister (Finance and Corporate Services) Group

Departmental and Capital Spending - Planned (Net of Revenue in $ thousands)

Departmental Financial Resources by PAA Sub-Activity Level	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Contribute to Canadian Government, Society and International Community in Accordance with Canadian Interest and Values			
Sub Activity:			
Provide Advice to the Government of Canada	**78,869**	77,980	78,367
Contribute to Canadian Government and Society in accordance with Canadian Interests and Values	**582,833**	582,806	576,478
Contribute to the International Community in accordance with Canadian Interest and Values	**472,660**	532,535	549,975
Allocation of Internal Services	**88,493**	90,544	92,309
Total Contribute to Canadian Government, Society and International Community in Accordance with Canadian Interest and Values	**1,222,855**	**1,283,865**	**1,297,129**

Source: Assistant Deputy Minister (Finance and Corporate Services) Group
* Due to rounding, figures may not add up to totals shown.

Note:

1. This is the Department's first attempt at reporting planned spending figures by the sub-activity level of the program activity architecture, therefore the numbers are subject to continued revision and refinement.

Capital Financial Resources by PAA Sub-Activity Level (included in Departmental Spending)	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Contribute to Canadian Government, Society and International Community in Accordance with Canadian Interest and Values			
Sub Activity:			
Provide Advice to the Government of Canada	**1,482**	1,490	1,450
Contribute to Canadian Government and Society in accordance with Canadian Interests and Values	**16,526**	16,733	16,228
Contribute to the International Community in accordance with Canadian Interest and Values	**31,736**	31,731	30,740
Allocation of Internal Services	**8,340**	9,780	10,923
Total Contribute to Canadian Government, Society and International Community in Accordance with Canadian Interest and Values	**58,083**	**59,734**	**59,341**

Source: Assistant Deputy Minister (Finance and Corporate Services) Group
* Due to rounding, figures may not add up to totals shown.

Note:

1. The 2010-2011 planned spending figure for International Operations assumes that the Government will send the Canadian Forces on operations elsewhere in the world at a level comparable to the current operational level.

Provide Advice to the Government of Canada

National Defence will continue to advise the Government of Canada on defence policy and military matters.

In support of the Minister of National Defence and the Government of Canada, DND, through the Deputy Minister, provides the analytical basis for defence policy options; develops advice on issues affecting Canada's international defence and security; and coordinates national policies with Cabinet, Parliament, other government departments and the public.

Through the Chief of the Defence Staff, the CF advises the Government of Canada on military requirements, capabilities and options, and on the likely consequences of either undertaking or failing to undertake various military activities. With four operational headquarters and the Strategic Joint Staff, the CF are better equipped for the new domestic and international security environment and to provide the Government with timely and more comprehensive military advice.

Through the Deputy Minister and the Chief of the Defence Staff, the Chief of Defence Intelligence (CDI) provides a wide range of integrated military and civilian defence intelligence analysis to support decision-making processes. CDI also maintains extensive domestic and international intelligence partnerships, which enable the DND/CF both to benefit from, and contribute to, Canadian and allied intelligence assessments.

Contribute to Canadian Government and Society in Accordance with Canadian Interests and Values

Research and Development (R&D)

The Defence Science and Technology Strategy that is guiding Defence Research and Development Canada (DRDC)'s response to CF transformation and to the changes in Canada's defence and security environment, is now well into its implementation phase. Its objective is to maximize the impact of Science and Technology (S&T) on Canada's defence and security priorities.

This will be accomplished by:

- establishing a Defence S&T Enterprise, a horizontal and functional governance mechanism that connects S&T providers with Defence clients;
- developing a full-service Defence S&T capability that serves all of the institution's core processes; and
- developing strategic partnerships between Defence organizations, and between Defence as a whole and other institutions in government, industry and academia, in Canada and abroad.

The S&T Program, through which much of DRDC's mission is delivered, contains many varied projects, including the following examples:

Northern Watch

In response to the Government's commitment to assert Canadian sovereignty in the Arctic, scientists from DRDC are joining forces with leading military, industrial and academic experts and researchers to examine current arctic command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) issues. Northern Watch, representing the DRDC's contribution to this effort, is a four year project under the auspices of the Technology Demonstration Program (TDP), with a mandate to identify and characterize combinations of sensor and systems that could provide effective surveillance of Canada's Arctic waterways. The three pillars of work involve annual field trials of surface based sensors at navigation chokepoints; studies and simulations of space and surface based sensors for approaches to the Arctic; and knowledge-sharing through annual technical conferences. DRDC is soliciting industry and academic input to the project, and has budgeted $10 million to complete the work.

R&D for Soldier Survivability

The biggest threat to Canadians deployed on operations in Afghanistan is the improvised explosive device (IED) – a makeshift bomb. IEDs are terrorists' weapon of choice and have contributed to over 55 percent of recent CF fatalities. They are lethal, simple to make and very difficult to detect.

DRDC is currently in the second phase of a coordinated R&D effort to examine technologies that have the potential to counter this deadly threat. Some results of this work have already been fielded, ensuring improved personal protective equipment and armoured vehicle protection. Enhanced capabilities to detect the IED will be employed in 2008. Ideas from Canadian industry including geo-profiling systems used by police services to catch criminals are also being evaluated. Over the five years of the project, the Counter IED TDP will provide about $10 million in funding to projects that deal specifically with the improvised bomb problem, and allocate about $15 million more to other soldier survivability issues such as mine detection and neutralization, camp defence and vehicle armour.

Communicating CF History and Heritage to Canadians

The CF will foster a sense of pride through the preservation and dissemination of CF history and heritage that collectively cultivates an image of the CF in accordance with Canadian national values and interests. To achieve this, DND will continue to manage the *Canadian Military History Gateway*, a website with links to the sites of National Defence, Parks Canada, Library and Archives Canada, the National Film Board, the Canadian Broadcasting Corporation, Veterans' Affairs Canada, and the Canadian War Museum. The website and the partner network of sites promote Canadian military history and heritage throughout the world. In addition, the following activities will be progressed in fiscal year 2008-2009:

- supporting CF Museums in Québec in time for the 2008, 400th Anniversary of the Founding of Québec;
- publishing a first volume of a popular history of Canada's War in South-West Asia, 2001 to end of campaign;

- documenting the history of International Security Assistance Force, Regional Command South; and
- publishing a history of aboriginal contributions to the Canadian military in the first volume of *Traditions and Customs of the CF: The Framework of CF Tradition and Heritage*, and *The Insignia and Lineages of CF: Infantry Regiments*.

National Search and Rescue Secretariat

The National Search and Rescue Secretariat (NSS), established in 1986, provides leadership to the National Search and Rescue (SAR) Program through the Interdepartmental Committee on Search and Rescue (ICSAR). ICSAR includes representatives from central agencies and the federal departments and agencies that provide SAR services. The NSS reports directly to the Minister of National Defence, who is the lead Minister for SAR. The NSS is accountable to the Minister through ICSAR for the development, co-ordination, analysis and review of federal SAR program policies and plans, and for specific program activities. The NSS also provides leadership in enhancing co-ordination between provincial, territorial and federal SAR programs, and advises the Minister on program issues.

National SAR Program Strategic Directions and Priorities

ICSAR has adopted the following strategic directions and priorities for the National SAR Program:

- improving SAR Program information management and data exploitation to guide planning decisions and develop prevention and awareness campaigns;
- improving interoperability amongst SAR partners to facilitate an integrated, co-ordinated response on land, at sea and in the air in any SAR operation;
- engaging in public education and awareness to minimize the number of SAR incidents;
- enhancing the SAR volunteer community to increase SAR capacity and capability;
- investing in, and leveraging technology and best practices to improve effectiveness and reduce risk to SAR responders; and
- strengthening SAR partnerships with the public safety community to facilitate and enhance SAR prevention, co-ordination and response activities.

National SAR Secretariat Activities

To support National SAR Program priorities, the NSS will cooperate with SAR partners in the following activities during fiscal year 2008-2009:

- clarifying the National SAR Program to improve national program needs and international obligations;
- fostering closer links between ICSAR and the Ground Council of Canada, which includes provincial and territorial SAR authorities;

- advancing the Northern SAR Strategy by partnering with the territorial governments and federal stakeholders to strengthen the northern SAR infrastructure and SAR related plans and procedures;
- continuing implementation of an improved comptrollership framework for the Search and Rescue New Initiatives Fund, and promote use of the Fund;
- renewing the NSS website to improve the availability and accessibility of search and rescue information;
- coordinating national efforts to transition COSPAS-SARSAT to a system based on mid-earth orbit satellites;
- implementing of a multi-pronged Beacon Awareness Strategy to focus on information and awareness building around Canada's beacon system and registry, in particular an understanding that the COSPAT-SARSAT satellites will stop listening to the 121.5 MHz beacon signals as of February 1, 2009;
- transferring the Canadian Beacon Registry to the CF's Canadian Mission Control Centre (CMCC) in Trenton and develop communication and education material for beacon owners; and
- exploring with ICSAR members the merit of initiating a technology foresight focusing on policy directions of future SAR technologies.

For the financial details of the National SAR Program and the National Search and Rescue Secretariat, refer to Table 6 in Section III. More information about the NSS is available online at the following address: <http://www.nss.gc.ca/>.

Ombudsman

The Ombudsman's office (OMB) acts as a direct source of information, referral and education for the men and women of the CF, employees of National Defence, military families and other constituents. The office helps individuals access existing channels of assistance or redress when they have a complaint or concern. The office also investigates complaints and serves as a neutral third party on matters related to the Department of National Defence and the CF and, when necessary, reports publicly on these issues.

The OMB will continue to contribute to substantial and long-lasting improvements to the overall quality of life of military members, civilian employees, Defence families, and other constituents.

Priorities of the OMB in fiscal year 2008-2009 will be:

- strengthen overall program delivery, above all its level of service to DND/CF members and their families, consistent with the 2008-2009 priorities for Defence;
- strengthen capacity and expertise to uphold longer-term delivery on its mandate for all members of Canada's Defence community; and
- improve accountability and openness in its investigations and operations.

Work Environment

Defence is committed to a workplace that promotes equitable treatment and respect in a diverse environment. The successful recruitment and retention of a diverse workforce in the CF is of utmost importance. As such, Defence continues to improve efforts in the areas of diversity, employment equity (EE), official languages (OL) and alternative dispute resolution.

Chief Military Personnel Group (CMP) will continue to monitor the implementation of the CF Employment Equity (EE) Plan.[20] The CF EE Plan can be viewed at: <http://hr3.ottawa-hull.mil.ca/dmgiee/ee/docs/English/CF_EE_Plan_e.pdf>. The expected result is improved representation for visible minorities and Aboriginals by fostering inclusive cultural change initiatives and by facilitating career development of Designated Group Members.

In addition, CMP will conduct an extensive OL policy review to reflect the new strategic intent as outlined in the National Defence Official Languages Program Transformation Model.

CF and DND formal workplace conflict resolution mechanisms will be aligned with the informal Alternative Dispute Resolution (ADR) mechanism to make ADR the default option for dealing with workplace conflicts will strengthen the leadership competency and departmental capacity for dealing with workplace conflicts as the lowest level possible. ADR skills will be incorporated into training for those going on operational deployments.

The Assistant Deputy Minister (Human Resources-Civilian) Group (ADM(HR-Civ)) will continue to coordinate and manage the provision of statutory second language training within DND as a result of bilingual non-imperative staffing.

ADM(HR-Civ) will also conduct an Employment Systems Review (ESR) leading up to the next Corporate EE Action Plan. An exhaustive workforce analysis will follow to orient the ESR findings. The resulting recommendations will fuel the development of an updated EE plan that will contain measures to address the barriers to employment of designated group members at DND.

Recognition

A fundamental element in Canada's proud military tradition is to recognize loyalty, honour and actions above and beyond the call of duty. Public recognition ensures that Canadians understand and continue to appreciate the dedication of our men and women in uniform. From a CF perspective, recognizing CF members contributes to retention and instills continued pride in, and loyalty to, the organization.

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[20] This will respond to ongoing efforts to address Recommendation four of the SCOPA report.

Contribute to Youth – Cadets and Junior Rangers

Canadian Cadet Program

The Canadian Cadet Program is a federally sponsored national training program for youth between the ages of 12 and 18, conducted by Defence in partnership with the Navy Cadet League, the Army Cadet League and the Air Cadet League. The leagues recruit cadets, and organize accommodation and sponsors for each cadet unit. The CF provides personnel from the Regular Force, the Primary Reserve and more specifically, members of the CIC (Cadet Instructor Cadre). The CF also provides uniforms, some infrastructure and other support services such as airlift.

The Cadet Program will be:

- developing in youth the attributes of good citizenship and leadership;
- promoting physical fitness; and
- stimulating the interest of youth in the sea, land and air activities of the CF.

Approximately 58,200 young Canadians will benefit from cadet training from September to June. This will include some 1.7 million training days. Approximately 23,300 cadets will be selected to attend national activities such as biathlon or marksmanship or one of the 24 Cadet Summer Training Centres located across the country either as trainees, or as Staff Cadets in leadership roles.

Junior Canadian Rangers

The Junior Canadian Rangers (JCR) Program is for approximately 3,300 youth between the ages of 12 to 18 years. 111 JCR Patrols are located in communities that have Canadian Rangers. The JCR Program provides structured youth activities promoting traditional cultures and lifestyles in remote and isolated communities of Canada.

The JCR Program is conducted in collaboration with local committees of adult community members who are, in many cases, supported directly by the band, hamlet or municipal council. The community provides a location for training, screens potential volunteers and instructors, and schedules training activities. The CF provides uniforms, training, financial and administrative support to the JCR Program, and CF Regular Force and Primary Reserve personnel assist in the delivery and evaluation of JCR training during regular visits and field training exercises. The CF also provides Canadian Rangers with opportunities to serve as program developers, leaders, facilitators, and supervisors.

In fiscal year 2008-2009, the JCR Program will include some 75,600 local training days for 3,600 Junior Canadian Rangers and 5,460 enhanced training days to its 780 leaders, facilitators, supervisors and program developers.

Contribute to the International Community in Accordance with Canadian Interests and Values

DND and the CF contribute to the international community in accordance with Canadian interests and values through military operations abroad, bilateral and multilateral activities, industrial defence cooperation, scientific and technological cooperation, and the provision of military training assistance.

Support to Regions and Countries at Risk

In a globalized and unpredictable security environment, the best way to prevent threats from reaching our borders is to address them at their source. In addition, working to bring peace, good governance, and development to less fortunate parts of the world reflects Canadian values.

The CF will continue to deploy in support of international operations abroad. For example, CF personnel will continue to serve on missions in Europe, the Middle East and Africa. In addition to the mission in Afghanistan, Defence will continue to support international efforts to implement peaceful solutions to the crises in Darfur and the Sudan, through the African Union/United Nations Hybrid operation in Darfur (UNAMID), with CF personnel and the continued loan of armoured vehicles to troop contributing countries, as well as the United Nations Mission in the Sudan (UNMIS).

Multilateral Organizations and Other International Activities

Defence contributes to several multilateral and bilateral organizations that are both aligned with our national values and serve as mechanisms through which we can advance and protect our interests on the international stage. NATO and North American Aerospace Defence Command (NORAD) are central pillars of Canadian foreign and defence policy and the CF will continue to take part in operations led by these organizations. In addition, National Defence will continue to contribute funding and personnel to support the command structures and common-funded programs of the Alliance and NORAD.

Over the next year, officials from Canada and the United States (US) officials will continue to explore ways to improve the defence and security of North America by further enhancing bilateral coordination, training, plans, and other initiatives between Canada Com and NORTHCOM, including the refinement of a comprehensive Combined Defence Plan. Officials will also work to further develop the concept of operation for NORAD's maritime warning mission.

In addition, Defence will work with other organizations, such as the European Union, the African Union, and the Organization of American States, to further global stability and promote Canada's values abroad. For example, Defence will support Canada's engagement in the Americas by hosting the 2008 Conference of Defence Ministers of the Americas.

Industrial Defence Cooperation

In fiscal year 2008-2009, Defence will seek to enhance cooperation with our allies, such as being involved in the development of the Joint Strike Fighter (JSF) program, a US-led collaborative effort to produce an affordable, next-generation, multi-role aircraft. In addition, Defence will continue to explore opportunities to cooperate with the US under the Security and Prosperity Partnership. DND will also continue to promote Canada's financial, industrial and policy interests through NATO working groups and programs.

Scientific and Technological Cooperation

The involvement of Defence Research and Development Canada in numerous international defence science and technology working groups and collaborative research fora facilitates the exchange of knowledge, and heightens Canada's profile on the world stage as a leader in scientific and technical innovation. These fora include the Technical Co-operation Program - an international research forum made up of Canada, the US, the United Kingdom, Australia and New Zealand - and the NATO Research and Technology Organization. In the fall of 2006, DRDC and Public Safety Canada jointly established the DRDC Centre for Security Science, which fosters interdepartmental collaboration on security-related technology and liaises with the US Department of Homeland Security.

Military Training Assistance Program (MTAP)

MTAP promotes Canadian interests and values abroad and contributes to international peace and security, by providing language courses, professional development (including command and staff courses), and peace support operations training to over 60 member countries. In fiscal year 2008-2009, MTAP will continue to work in cooperation with other allies to build and enhance peace support and capacity-building training initiatives in line with CF strategic objectives.

For additional information on the MTAP Program see Section III Table 9c: Detail Narrative on Transfer Payments Programs over $5 million or visit the TBS website at: <http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp>.

SECTION III: Supplementary Information

Table 1a: Departmental Links to Government of Canada Outcome Areas

($ Thousands)	2008-2009									
	Budgetary									
Program Activity	Operating	Capital	Grants	Contributions	Gross Budgetary Expenditures	Less: Respendable Revenue	Net Budgetary Expenditures	Total Main Estimates	Adjustments (Planned Spending Not in Main Estimates)	Total Planned Spending
Strategic Outcome: Canadians' confidence that DND and the CF have relevant and credible capacity to meet defence and security commitments.										
Generate and Sustain Relevant, Responsive and Effective Combat-Capable Integrated Forces	11,669,661	2,984,924	132	31,789	14,686,506	(168,235)	14,518,271	14,518,271	529,322	15,047,593
Strategic Outcome: Success in assigned missions in contributing to domestic and international peace, security and stability.										
Conduct Operations	2,265,062	313,998	-	-	2,579,060	(10,223)	2,568,837	2,568,837	13,255	2,582,092
Strategic Outcome: Good governance, Canadian identity and influence in a global community.										
Contribute to Canadian Government, Society and International Community in Accordance with Canadian Interests and Values	1,203,147	57,783	5,360	163,486	1,429,776	(223,127)	1,206,649	1,206,649	16,206	1,222,855
Total	**15,137,870**	**3,356,705**	**5,492**	**195,275**	**18,695,342**	**(401,586)**	**18,293,756**	**18,293,756**	**558,783**	**18,852,539**

Source: Assistant Deputy Minister (Finance and Corporate Services) Group

* Due to rounding, figures may not add up to totals shown.

Table 1b: Link to Government of Canada Outcome Areas

Defence actively contributes to all Government of Canada Outcomes. The following table provides a summary of the linkages between Defence Strategic Outcomes and Government of Canada Outcomes. Additional details on past contributions of Defence can be obtained on the Canada's Performance and the 2006-2007 Defence Departmental Performance Report websites.

Government of Canada Strategic Outcomes	**National Defence's Strategic Outcomes**		
	Canadian's Confidence that DND/CF has relevant and credible capacity to meet Defence and Security commitments	**Success in assigned missions in contributing to domestic and international peace, security and stability**	**Good governance, Canadian identity and influence in a global community**
Economic Affairs			
• Income security and employment for Canadians	□		
• An innovative and knowledge-based economy	□		■
• A clean and healthy environment	□		
Social Affairs			
• Healthy Canadians	□		
• Safe and Secure communities	■	■	□
• A diverse society that promotes linguistic duality and social inclusion	□		□
• A vibrant Canadian culture and heritage			■
International Affairs			
• A safe and secure world through international cooperation	□	■	■
• Global poverty reduction through sustainable development		□	
• A strong and mutually beneficial North American partnership	■	■	■
• A prosperous Canada through global commerce	□		
Government Affairs			□

Legend ■ = Primary □ = Secondary

Source: Vice-Chief of the Defence Staff Group

Table 2: Sustainable Development Strategy

1. SDS Departmental Goal:

Since its first Sustainable Development Strategy (SDS) was tabled in Parliament, Defence has focused on the overarching goal of integrating environmental considerations into decision-making at every level of the organization. Our environmental vision, as set out in the 2006 version of the Defence SDS, as well as the Defence Administrative Order and Directive 4003-0, reiterate the SDS departmental goal. The Defence SDS explains in detail the nature and extent of the integration of environmental considerations in DND.

2. Federal SD Goal including Greening of Government Operations (GGO) goals:

Implementation of the fourth iteration of our SDS began on April 1st 2007. Defence focuses equally on all of the goals, objectives and targets (or commitments) made in the SDS in order to achieve sustainability within the organization. Our efforts are focused on four strategic commitments, each supported by measurable and time-bound sub-commitments (targets). The four strategic commitments are to:

- Develop a framework of land use management putting our lands on a steady-state footing of sustainability;
- Actively promote the application of innovative *Green Building* principles and share lessons learned with the broader federal community;
- Implement a proactive and comprehensive *Green Procurement* program across the Defence organization; and,
- Actively and innovatively prevent negative environmental impacts of specific activities over which Defence can exercise a mitigating influence.

Each of these strategic commitments relates to one or more federal SD goals (specifically the GGO element of those goals). A detailed crosswalk establishing the linkages is included in the Defence SDS at Table 4, page 33 of the document which is available on the Internet at: <http://www.admie.forces.gc.ca/dge/SDS/SDS2006_e.htm>.

3. Performance Measure from current SDS

Defence strategic commitments are supported by a total of 16 sub-commitments that provide concrete indications of the Department's progress toward achievement of the strategic commitments. Each of these sub-commitments comprises a concise statement of the desired end state (example, Strategic Commitment 4.2, *Reduce the long-term impact of releases to the environment*) supported by objective indicators (*Increase the recovery of lead by 5% from the 2003-2004 baseline*) and supporting actions (*Screen backstop material on small arms ranges to recover metal fragments; Investigate the use of alternate backstop/bulletstop designs that facilitate metal recovery*). These sub-commitments or targets are set out in detail in Table 1, page 23 of the Defence SDS document. In addition, Guidance sheets to support each of the sub-commitments have been produced to provide those responsible for implementing the target with the name and coordinates of a subject-specific expert for each target, the definition and scope of the sub-commitment, an action plan for achieving it, and a template to ensure uniform data collection.

4. Department's Expected Results for fiscal year 2008-2009

As noted above, each of the four strategic commitments is supported by a number of specific sub-commitments, which are measurable, time-bound targets that, taken together, will result in the successful achievement of the commitments. Since the Department's commitments are largely multi-year in nature (i.e., exceeding the three-year reporting cycle of the SDS process), the targets cannot be precisely measured as an annual percentage of completion. Rather, the data reported annually through the chain of command is analyzed and graded as: *target exceeded* (if the three-year goal has been achieved before completion of the three-year cycle); *target met* (applicable only at the end of each three-year cycle); *target on track* (where progress in a given year indicates that the target can be met for the three-year reporting); or *progress unsatisfactory* (where analysis indicates that meeting the target will be problematic based on evaluation of the data submitted through the annual reporting exercise). The Department expects to report *target on track* for each of the 16 targets that support our strategic commitments for fiscal year 2008-2009.

In addition, the Department monitors the untargeted performance of an additional four activities that are of continuing interest to the sustainable development community. This exercise provides the data that may be required for government-wide reporting, and allows Defence to identify unexplained and significant variances that would warn of the need for corrective action up to and including re-introducing the activity as a targeted activity in a future SDS.

Source: Assistant Deputy Minister (Infrastructure and Environment) Group

Table 3: Cost Estimates for CF International Operations

($ Thousands)	FY 2007-2008 Forecast		FY 2008-2009 Planned	
Operations	**Full DND Cost**	**Incremental DND Cost**	**Full DND Cost**	**Incremental DND Cost**
Africa				
IMATT – OP SCULPTURE (Sierra Leone)	1,826	450	1,773	723
MONUC – OP CROCODILE (DRC)	1,704	350	2,008	654
UNAMIS – OP SAFARI (Khartoum, Sudan)	5,575	1,500	11,669	8,216
AMIS – OP AUGURAL (Addis Ababa, Ethiopia)	24,918	23,300	43,765	42,803
Sub-Total	**34,023**	**25,600**	**59,215**	**52,396**
Arabian Gulf Region and South West Asia				
OP ALTAIR (South-west Asia)	13,731	6,500	155,480	73,600
OP ARGUS (Afghanistan/Kabul)	3,639	1,500	4,110	2,239
OP ATHENA – ISAF NATO (Afghanistan)	2,568,231	1,077,000	2,403,692	1,008,000
OP ARCHER – OEF (Afghanistan)	4,463	1,000	2,385	1,000
Sub-Total	**2,590,064**	**1,086,000**	**2,565,667**	**1,084,839**
Americas and the Caribbean				
OP FOUNDATION (US CENTCOM Tampa)	1,566	500	816	510
MINUSTAH – OP HAMLET (Haiti)	713	80	730	215
Sub-Total	**2,279**	**580**	**1,546**	**725**
Europe				
OP BRONZE (Bosnia) (NATO)	1,246	180	1,111	265
OP SEXTANT – (NATO)	17,956	8,500	27,779	13,150
Sub-Total	**19,202**	**8,680**	**28,890**	**13,415**
Middle East				
MFO (Multinational Force & Observers) – OP CALUMET (Sinai) non-UN	3,734	500	3,341	901
UNTSO – OP JADE (Middle East)	1,228	90	1,122	215
OP PROTEUS (Jerusalem)	784	350	1,385	360
UNFICYP – OP SNOWGOOSE (Cyprus)	176	50	148	50
OP GLADIUS (Syria)	488	50	303	65
Sub-Total	**6,410**	**1,040**	**6,299**	**1,591**
Common Costs				
Others (expenses related to more than one mission)	550	550	500	500
Sub-Total	**550**	**550**	**500**	**500**
Total: Operations	**2,652,528**	**1,122,450**	**2,662,117**	**1,153,466**
	UN Revenue to CRF	**UN/MFO Revenue to DND**	**Est UN revenue to CRF**	**Est UN/MFO revenue to DND**
Revenues/Recoveries	**114**	**558**	**16**	**9,068**

Source: Assistant Deputy Minister (Finance and Corporate Services) Group

Additional Financial Information

The following tables can be found on the Treasury Board Secretariat website at <http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp>.

- Services Received Without Charge
- Loans, Investments and Advances (non-budgetary)
- Sources of Respendable and Non-Respendable Revenue
- Summary of Capital Spending by Program Activity (includes Details on Project Spending (Capital) Greater than $30 million, and Capital Construction Program Spending over $60 million)
- Status Report on Major Crown Projects
- Details of Transfer Payment Programs (includes Summary of Transfer Payments Program by PAA, Details on Transfer Payments Program over $5 million - Narrative, Details on Transfer Payments Program over $5 million)
- Evaluations
- Green Procurement
- Internal Audits

SECTION IV: HUMAN AND FINANCIAL RESOURCES TABLES ON SELECTED PORTFOLIO ORGANIZATIONS

Table 1: Reserve Force

Primary Reserve Planned Expenditures

Primary Reserve Full Cost Estimate

The Primary Reserve accounts for 6.5% of the total Defence Services Program. The costs are divided into four categories: direct, indirect, attributed and capital costs. This method of reporting is intended to provide greater clarity on the makeup of the total costs of the Primary Reserve.

Direct expenditures include funds specifically budgeted for the Primary Reserve such as pay, travel and goods and services which are locally procured.

Indirect expenditures reflect the Primary Reserve share of departmental resources, which are controlled centrally. Included are ammunition, equipment operating costs, clothing and the cost of maintaining facilities such as armouries.

Attributed expenditures are departmental overhead costs, which are allocated, for reporting purposes, to all activities including the Primary Reserves. In reality, these costs do not vary directly as a function of activity and would largely be incurred whether the Primary Reserve existed or not.

Capital expenditures are shown for the year in which payments have been made, and do not reflect an amortization of cost over the life of the asset. The capital expenditures can vary significantly from one year to the next, depending on priorities established within the capital equipment plan and the cash flow requirements of individual projects.

Type of Expenditure ($Thousands)	**Forecast Spending 2007-2008**	**Planned Spending 2008-2009**
Reserve Pay[2]	584,350	582,730
Regular Support Staff	127,961	134,836
Reserve Operating	86,973	90,278
Subtotal Direct	**799,284**	**807,844**
Ammunition	29,156	29,160
Equipment Usage	63,849	65,835
Clothing	14,816	15,053
Facility Operating[3]	40,957	29,654
Subtotal Indirect	**148,778**	**139,702**
Base Support	214,325	219,864
Training	4,248	4,352
Subtotal Attributed	**218,573**	**224,216**
Subtotal Primary Reserve		
Operating	**1,166.635**	**1,171,763**
Dedicated Capital[4]	4,832	15,547
Shared Capital[5]	12,508	30,131
Subtotal Capital	**17,340**	**45,678**
Total Primary Reserve Costs[1]	**1,183,975**	**1,217,441**

Source: Vice-Chief of the Defence Staff and Assistant Deputy Minister (Finance and Corporate Services) Groups

*Due to rounding, figures may not add up to totals shown.

Notes:

1. Direct pay and operating amounts do not reflect forecasted/planned spending involving members of the Canadian Rangers, the Cadet Instructors Cadre or the Supplementary Reserve sub-components. They do however include the cost of employing Primary Reservists in positions that would normally be occupied by the Regular Force.
2. The decrease in Reserve Pay is explained by in-year pressures for support to deployed operations and by recurring spending not yet reflected permanently in the planned spending.
3. Forecast spending for 2007-2008 includes an up-front basic rent payment of $12M for the relocation of the Toronto Scottish Regiment.
4. The increase in Dedicated Capital is explained by the funding allocated to three infrastructure projects which are the overhaul of the Base Transportation facility in Chilliwack, the construction of an armoury to house the Cameron Highlanders of Ottawa and the consolidation of the area support unit in London.
5. The increase in Shared Capital is explained by the delivery of Clothe the Soldier project such as Temperate Combat Boots, Rucksacks, Vehicle Crew Helmet and Rain Suits.

Table 2: Communications Security Establishment Canada

Financial Resources ($ 000's) by Fiscal Year	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Vote 1 - Salary and Personnel [1]	142,759	130,986	130,986	130,986
Vote 1 - Operating and Maintenance [2]	70,652	68,840	65,833	63,194
Sub-total Vote 1	**$213,411**	**$199,826**	**$196,819**	**$194,180**
Vote 5 - Capital [2]	54,151	42,946	46,837	64,386
Grand total	**$267,562**	**$242,772**	**$243,656**	**$258,566**

Source: Communications Security Establishment Canada and Assistant Deputy Minister (Finance and Corporate Services) Group

* Due to rounding, figures may not add up to totals shown

Notes:

1. The forecasted spending in Salary and Personnel for 2007-2008 includes an amount of approximately $8M for Market Allowances (i.e. retention pay for Computer Science and Engineering staff). It also includes $4M for salary pressures and SDOA (Support to Deployed Operations Account).
2. Fluctuations for O&M and Capital are due to funding requirements for the approved mid-term Accommodations Project.

Table 3: Office of the Judge Advocate General

Financial Resources ($ 000's) by Fiscal Year	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Vote 1 - Salary and Personnel [1]	5,606	5,900	5,527	5,527
Vote 1 - Operating and Maintenance	3,024	2,595	2,584	2,622
Sub-total Vote 1	**$8,630**	**$8,494**	**$8,110**	**$8,149**
Vote 5 - Capital	153	153	155	158
Grand total	**$8,783**	**$8,647**	**$8,266**	**$8,307**
Corporate Account				
Vote 1 - Crown Liabilities	225	229	232	236
Grand Total	**$9,008**	**$8,876**	**$8,498**	**$8,542**

Source: Office of the Judge Advocate General and Assistant Deputy Minister (Finance and Corporate Services) Group

* Due to rounding, figures may not add up to totals shown

Note:

1. The decrease between 2008-2009 and 2009-2010 is explained by the termination of the Comprehensive Information Management Project.

Table 4: Office of the Ombudsman for the Department of National Defence and the Canadian Forces

Financial Resources ($ 000's) by Fiscal Year	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Vote 1 - Salary and Personnel [1]	4,158	4,095	4,095	4,095
Vote 1 - Operating and Maintenance	1,801	1,832	1,859	1,887
Sub-total Vote 1	**$5,959**	**$5,927**	**$5,954**	**$5,982**
Vote 5 - Capital [1]	90	192	195	198
Grand total	**$6,048**	**$6,119**	**$6,150**	**$6,180**

Source: Office of the Ombudsman for National Defence and the Canadian Forces and Assistant Deputy Minister (Finance and Corporate Services) Group

* Due to rounding, figures may not add up to totals shown

Note:

1. Due to higher staffing and lower permanent capital requirements, in 2007-2008 a net reallocation of $100K was made from Capital to Salary and Personnel.

Table 5: Defence Research and Development Canada

Financial Resources ($ 000's) by Fiscal Year	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Vote 1 - Salary and Personnel [1]	110,837	100,256	100,306	98,656
Sub-total Vote 1 Salary and Personnel	**$110,837**	**$100,256**	**$100,306**	**$98,656**
Vote 1 - Operating and Maintenance	36,216	36,000	36,000	36,000
Vote 1 - Research & Development Contracts	80,380	82,535	84,355	86,203
Vote 1 - Environment and Infrastructure [2]	12,527	7,150	7,228	7,306
Vote 1 - Centre for Security Science **(CSS)** [3]	19,000	43,480	42,689	36,559
Vote 1 - Revenue	(3,500)	(3,500)	(3,500)	(3,500)
Sub-total Vote 1 Operating and Maintenance	**$144,623**	**$165,665**	**$166,772**	**$162,568**
Total Vote 1	**$255,460**	**$265,921**	**$267,078**	**$261,224**
Vote 5 - Capital [4]	19,151	8,578	9,867	7,669
Vote 5 - Centre for Security Science **(CSS)**	6,000	7,000	9,000	7,000
Total Vote 5	**$25,151**	**$15,578**	**$18,867**	**$14,669**
Grand total	**$280,611**	**$281,499**	**$285,945**	**$275,894**

Source: Defence Research and Development Canada and Assistant Deputy Minister (Finance and Corporate Services) Group

*Due to rounding figures may not add up to totals shown.

Notes:

1. The difference in Salary and Personnel between 2007-2008 and the future years is partially due to Terminable Allowances (i.e. retention pay) for Defence Scientists of $5.5M. The remaining difference is due to pay increments and higher permanent staffing not included in planned spending, as a result of increased research and development activities.
2. The variation between 2007-2008 and the planned years is explained by an in-year funding of $1.5M for radiological decontamination and $3.5M for infrastructure maintenance.
3. The above figures include a re-profiling of $20M as follows: $8M to 2008-2009, $10M to 2010-2011, and $2M to 2011-2012.
4. An in-year funding of $12.3M was allocated in 2007-2008 for procurement of equipment.

Table 6a: National Search and Rescue Secretariat

Financial Resources ($ 000's) by Fiscal Year	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Vote 1 - Salary and Personnel	1,686	1,686	1,686	1,686
Vote 1 - Operating and Maintenance [1]	1,377	1,153	1,169	1,187
Sub-total Vote 1	**$3,063**	**$2,839**	**$2,855**	**$2,873**
Vote 5 - Capital [2]	96	2,363	3,702	8,195
Vote 10 - Grants and Contributions [3]	4,741	4,190	4,190	190
Grand total	**$7,899**	**$9,392**	**$10,748**	**$11,258**

Source: National Search and Rescue Secretariat and Assistant Deputy Minister (Finance and Corporate Services) Group

* Due to rounding, figures may not add up to totals shown.

Notes:

1. The difference between 2007-2008 and future years, is due to a project aimed at informing users of a new beacon frequency, which will help in Search and Rescue activities.
2. Approximately $4M in Vote 5 funding is available to other government departments and to other National Defence organizations annually for Search and Rescue related projects. The above figures are net of the following transfers: $2,781K for 2007-2008, $1,832K for 2008-2009 and $493K for 2009-2010. The increase in funding in 2010-2011 is due to termination of the Search and Rescue New Initiatives Funds (SAR NIF) contribution program, therefore once the program is renewed, $4M from Vote 5 will be reallocated to Vote 10.
3. Vote 10 includes $190K contribution as Canada's share of the costs for the "Cosmicheskaya Sistyema Poiska Avariynich Sudov"-"Search and Rescue Satellite-Aided Tracking" COSPAS-SARSAT Secretariat and $4M for contributions in support of Search and Rescue New Initiatives Fund (SAR NIF) up to 2009-2010. Program renewal for a minimum of 5 years will be sought for continuous funding resuming in 2010-2011.

Table 6b: Search and Rescue (SAR) Personnel Requirements (FTEs)

	Forecast 2007-2008	Planned 2008-2009	Planned 2009-2010	Planned 2010-2011
National Search and Rescue Secretariat	23	23	23	23
Environment Canada - Meteorological Service of Canada	17	17	17	17
Parks Canada	64	64	64	64
Department of Fisheries and Oceans – Canadian Coast Guard [1]	N/A	N/A	N/A	N/A
Department of National Defence – Canadian Forces	583	598	597	600
RCMP [2]	N/A	N/A	N/A	N/A
Transport Canada [3]	3	3	3	3
Total	**690**	**705**	**704**	**707**

Source: National Search and Rescue Secretariat

Notes:

1. FTE figures for the Canadian Coast Guard were not available because CCG operations involve multi-tasking.
2. The RCMP is unable to provide exact costs as it relates to personnel requirements due to the fact that personnel are tasked with a wide variety of duties, one of which is SAR. The SAR expenditures nationally would be substantial.
3. TC has no mandate for primary SAR response and does not identify or dedicate resources to these activities. The level of personnel commitment to SAR prevention work is represented in the table above.

Table 6c: Costs by Participating Department/Organization

($ Thousands)	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
National Search and Rescue Secretariat [1]	7,899	9,392	10,748	11,258
Environment Canada - Meteorological Service of Canada	2,100	2,100	2,100	2,100
Parks Canada	5,959	5,959	5,959	5,959
Canadian Coast Guard	103,800	103,600	103,600	103,600
Department of National Defence – Canadian Forces	100,549	106,538	108,246	109,869
RCMP [2]	N/A	N/A	N/A	N/A
Transport Canada [3]	628	628	628	628
Total	**220,935**	**228,217**	**231,281**	**233,414**

Source: National Search and Rescue Secretariat

Notes:

1. Changes due to transfers to other government departments and to other Department of National Defence organizations for implementation of SAR NIF projects. This includes transfers of $2,781K for FY 2007-2008, $1,832K for FY 2008-2009, $493K for FY 2009-2010 and none for FY 2010-2011.
2. As the resource allocations for SAR are provided under provincial auspices, no figures are available for RCMP federal SAR activity. RCMP supports other departments with multi-tasked assets when required.
3. TC has no mandate for primary SAR response and does not identify or dedicate resources to these activities. The level of financial commitment to SAR prevention work is indicated in the table above.

SECTION V: INTERNAL SERVICES

Internal Services do not constitute a defined program activity within the Program Activity Architecture (PAA) construct but provide a place to list the organizational entities, such as finance and information management that support and provide coherence to the three program activities in the PAA structure. The costs of Internal Services activities are distributed across the three program activities according to a pro-rated formula.

Departmental and Capital Spending - Planned (Net of Revenue in $ thousands)

DEPARTMENTAL FINANCIAL RESOURCES BY PAA LEVEL	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Internal Services			
Allocated to the following program activities:			
Generate and Sustain Relevant, Responsive and Effective Combat-Capable Integrated Forces	**1,076,025**	1,098,381	1,121,938
Conduct Operations	**117,991**	120,349	123,010
Contribute to Canadian Government, Society and International Community in Accordance with Canadian Interest and Values	**88,493**	90,544	92,309
TOTAL INTERNAL SERVICES	**1,282,509**	**1,309,274**	**1,337,257**

Source: Assistant Deputy Minister (Finance and Corporate Services) Group
*Due to rounding, figures may not add up to totals shown.

Note:
1. This is the Department's first attempt at reporting planned spending figures by the sub-activity level of the program activity architecture, therefore the numbers are subject to continued revision and refinement.

Capital Financial Resources by PAA Level (included in Departmental Spending)	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Internal Services			
Allocated to the following program activities:			
Generate and Sustain Relevant, Responsive and Effective Combat-Capable Integrated Forces	**101,409**	118,635	132,761
Conduct Operations	**11,120**	12,999	14,556
Contribute to Canadian Government, Society and International Community in Accordance with Canadian Interest and Values	**8,340**	9,780	10,923
Total Capital Financial Resources - Internal Services	**120,869**	**141,413**	**158,240**

Source: Assistant Deputy Minister (Finance and Corporate Services) Group
*Due to rounding, figures may not add up to totals shown.

Note:
1. The 2010-2011 planned spending figure for International Operations assumes that the Government will send the Canadian Forces on operations elsewhere in the world at a level comparable to the current operational level.

Management and Oversight Services

Results and Performance

Performance management (PM) remains a key component of the overall business planning cycle. Defence will continue its effort to align the DND/CF Performance Management Framework (PMF), the Program Activity Architecture (PAA) and the Management Accountability Framework (MAF). The PMF provides relevant information on internal, service and program results. The goal is to have a PMF with balanced and factual information to help decision-making and public reporting.

The PMF system continues to mature at DND and senior managers routinely discuss issues raised through the PMF system, in structured Balanced Scorecard discussions. The semi-annual internal performance management discussion paper and follow-on Defence Management Committee (DMC) discussion continue to be key processes for communicating and executing the Defence Strategy within the senior leadership. The PMF also allows senior management to monitor progress towards achievement of "stretch targets" in the transformation and modernization of the CF.[21]

The priority for fiscal year 2008-2009 is to continue to evolve and mature the Defence PMF to ensure the right sets of performance indicators, measures and targets are in place for the Defence Balanced Scorecard and Strategy Map to accurately monitor the progress towards the development of a modern, first-class military. The Vice-Chief of the Defence Staff organization will continue to provide focus to the Defence Performance Management Action Teams and closely monitor the evolution of the Defence PMF.

Integrated Risk Management

Integrated risk management (IRM) is making progress in the Department. The Corporate Risk Profile (CRP) is still being developed to enable Defence to assess its operating environment and capacity to deal with high-level risks associated with strategic objectives. Part one of the CRP, which sets out the background, the strategic context, the methodology for Defence risk assessment, the areas of strategic risk, etc., has now been completed. Part two of the CRP is scheduled for completion in February 2008. It will give a snapshot of strategic risks in Defence and will identify the key high-level risks that must be managed at the corporate level. These risks will be analysed and response strategies will be developed.

Having released a departmental IRM Implementation Plan with target dates, risk management principles will be integrated to an increasing extent into strategic and business planning, in decision-making processes and in reporting. Application of the Implementation Plan will also enable the integration of the practice of IRM across Defence, and will ensure the continuous learning in the risk management field.

Defence is increasingly integrating IRM into the Performance Management Framework, the main portal for reporting risk information. Further efforts to integrate IRM into other strategic processes at Defence will continue throughout fiscal year 2008-2009 in accordance with the IRM Implementation Plan. These efforts will include long-term work to develop and implement an effective IRM framework across all Defence Materiel Acquisition and Support activities.

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[21] Balanced Scorecard Step-by-Step: Maximizing Performance and Maintaining Results by P. Niven provides a definition of stretched targets as mid-range targets that break long-range targets into component parts which are set three to five years in the future.

Defence will continue to apply risk management techniques that reflect its historical funding trends. Continued application of a prudent risk management strategy that incorporates reasonable levels of over-programming in combination with identified risky investments is essential to success in achieving the Defence mission.

Accountability

The Treasury Board Secretariat (TBS) intends for the Management Accountability Framework (MAF) to continue its maturation as a definitive assessment of departmental management capacity. From a Defence perspective, the MAF will evolve into an instrument for the continuous improvement of management processes. Although previous DND assessment results have been acceptable, TBS has suggested that senior management should focus its attention on the following:

- better integration of Risk Management in departmental management processes and, in particular, development of a Corporate Risk Profile. Defence has responded by launching risk management initiatives to meet TBS requirements by the end of 2009;
- expedited development and deployment of the Management Results and Reporting Structure (MRRS). Defence is on target to meet full MRRS implementation by 2009; and
- submission of an approved investment plan to TBS by Fall 2008.

Defence management is becoming increasingly engaged with the MAF and aware of its growing importance as an instrument of compliance with central agency directives. In particular, senior managers recognize the degree of autonomy assigned to Defence will be directly dependent on MAF assessment results. Therefore, Defence intends to use the MAF throughout the whole year to improve management practices. This will have the added benefit of facilitating analyses of results and, in those instances where targets are either missed or exceeded, determine whether the results were attributable to management capacity or other factors. More information on the MAF is available on the following TBS webpage: <http://publiservice.tbs-sct.gc.ca/maf-crg/index_e.asp>.

Governance and Strategic Direction

In June 2007, the Chief of the Defence Staff and the Deputy Minister approved an implementation directive for a revised strategic governance model in the DND/CF. The new governance structure was fine tuned in September 2007 to support the evolution of CF transformation and Defence institutional alignment. The governance structure and processes will continue evolving to provide strategic direction and strengthen accountability. Over the next year, the new governance structure will better support the development and further implementation of the Canada First Defence Strategy, the investment plan, business plans, and project approval and oversight.

Stewardship and Comptrollership

Defence has a strong financial compliance control framework to ensure that it meets the requirements of the *Financial Administration Act.* The size of the organization necessitates constant fine-tuning of the framework as new resource managers assume their responsibilities and new procurement projects are launched. Also, in response to internal and external audits, the Department must strengthen areas of the framework through structured risk based analysis. This is an ongoing activity made more challenging by the multitude of disparate systems that feed data into the financial system. Medium and long-term departmental plans to consolidate these corporate systems will ensure the repeatability of compliance controls throughout the organization and strengthen the stewardship of financial resources. The key to this consolidation is DND/CF's Audited Financial Statements Project. To position itself for a controls-reliant audit of its financial statements, Defence is formalizing the documentation of all financial processes and controls, identifying opportunities to improve controls and re-engineering processes to improve the control framework. This work will prepare the Department for the Auditor General of Canada's audit of its financial statements while also codifying and strengthening the horizontal controls required to consolidate the various financial information systems.

Corporate Submission Process

The Department has recently revamped the DND Corporate Submissions Process into an integrated, comprehensive end-to-end process that combines the Project Approval Process and the Corporate Submissions Process. This includes capital submissions (for equipment and construction), regulatory and all other types of submissions seeking Ministerial and Treasury Board approvals.

The streamlined process fosters a culture dedicated to a seamless, shared commitment to processes and behaviours that result in tangible improvements and efficiencies in the flow of submissions, from identifying a need to approving expenditure for the implementation of projects. The process brings a disciplined and standardized approach to submissions development, including a consistent look and feel, quality standards, comprehensive strategic analysis as well as the challenge and validation function necessary to the exercise of due diligence, ensure that all levels of review and approvals are completed. This process meets the requirements of the Department, TBS policies and recent guidelines, and in particular, the standards dictated by the MAF.

This major renewal effort undertaken by the Director Strategic Corporate Services necessitates the combined efforts of various organizations and requires detailed changes to processes, procedures and systems throughout the Department. It has already shortened the work by three months. The Department will fully implement the DND Corporate Submissions Process in fiscal year 2008-2009.

Business Continuity Planning

Under the Government Security Policy (GSP), all departments must establish a Business Continuity Planning (BCP) Program to provide for the continued availability of services and associated assets that are critical to the health, safety, security and economic well-being of Canadians, or the effective functioning of government. As outlined in the

Deputy Minister and the Chief of the Defence Staff (DM/CDS) BCP Directive distributed in January 2007, establishing a DND/CF-wide BCP Program and developing a comprehensive departmental Business Continuity Plan are high priorities of the DM and the CDS. Significant progress has been achieved during the past year. The DND/CF BCP Action Team, co-chaired by Strategic Joint Staff DG Plans and ADM(Fin CS) Director General Corporate and Shared Services (DGCSS), with Director-level representation from all Level One groups and commands, has served to raise the priority of Business Continuity Planning within DND/CF.

It should be noted that often BCP-type plans already exist to provide for the continued availability of services and associated assets that are critical to the health, safety, security and economic well-being of Canadians, or the effective functioning of government. The DND/CF BCP will catalogue and harmonize these existing plans and arrangements, as well as identify and prioritize areas requiring additional plans and resources. Working collaboratively, and with the support of all Level One organizations and commands, the Action Team co-chairs hope to produce the first draft of the DND/CF BCP in early 2008, followed by the distribution of Level One BCPs in mid-2008.

Access to Information

The number of requests received by National Defence under the *Access to Information Act* has quickly outpaced the available resources causing a backlog and delays for applicants. The complexity and sensitivity of the subject material being requested, such as information on operations in Afghanistan, has made it difficult to provide a quick response. Another aggravating factor is the fact that the pool of experienced Access to Information and Privacy (ATIP) employees is limited and there are numerous departments competing for them. Extra staff has been hired and organizational changes have been implemented in the past year, but this has not helped to keep up with demand. Defence is committed to regaining its position as a leader in the ATIP community by addressing current shortfalls through short-term and long-term strategies, such as hiring additional experienced ATIP personnel and creating and implementing a Professional Development Program for entry-level employees. The Department is also committed to acquiring a new software system and new hardware for processing ATIP requests. The exploration and implementation of new strategies continues but substantial improvement to response times and backlog reduction will take a number of years.

Financial Management Services

Financial Management Services in Defence are built upon a solid foundation of stewardship and comptrollership activities grounded in a strong financial compliance control framework. A solid business planning process will be bolstered over the short term by the development and application of a risk-based performance management regime at all levels within the Department. This activity will occur in conjunction with the planned development and rollout of a Department-wide decision support tool that will simplify the process of providing management with the appropriate and timely financial and non-financial information. This will aid decision-making and assure the most prudent use of public resources to deliver the key program outputs of the Department.

Accrual Accounting

Departmental appropriations are provided on the modified cash basis used for reporting and accountability to Parliament. However, the 2005 and 2006 federal budgets instituted a second subordinate basis of control over appropriated funds, called the accrual basis. In this second system, control is achieved by using an expense ceiling based on accrual expenses rather than cash expenditures.[22] Capital projects funded from either Budget 2005 and Budget 2006 resources are subject to both the cash appropriation control and the accrual control.

In keeping with modified cash and accrual fiscal control and reporting, this report will present information on planned and actual spending for fiscal year 2008-2009 in Section III.

During the reporting period, the Department will continue the process of expanding the accrual budgeting to other sectors of the Defence budget beginning with the capital construction program. This expansion is the first step in the conversion of the National Defence funding base to full accrual status.

Financial Decision Support System - Way Ahead

The Department is continuing to develop and test elements of the Financial Decision Support (FDS) module of the Defence Information Service Broker project. Once fully tested and delivered to users, the elements will provide up-to-date daily Financial Situation Reports to senior management, as well as Trial Balances in accordance with the Department's PAA structure. Full rollout of these elements is expected by early fiscal year 2008-2009. Once the capability is fully proven, more modules of the FDS will be developed to, among other things, allow restructuring of the Capability Investment Database and permit reporting of activity results and performance under the Department's PAA structure.

International Financial Linkages

Canada hosted the first Defence Senior Financial Officer (SFO) Colloquium in late 2006. ADM(Fin CS) will continue to pursue contacts with his SFO counterparts in the UK, the US, Australia and New Zealand. These discussions will concentrate on lessons learned in the accrual accounting environment, comptrollership, shared services and risk management. The lessons learned are still being developed and individual contacts with each country are being developed to transfer individual lessons learned. Contacts with NATO will continue at various levels ranging from participation in NATO-Russia Council activities, focusing on accountability and risk management, to SFO level meetings, where attention is devoted to strategic issues including funding and overall program management.

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[22] The difference between accrual expenses and cash expenditures is a matter of timing. Cash expenditures are recognized when cash is received or paid. Accrual expenses are recognized when the underlying economic event occurs. For capital assets, accrual expense is recognized by amortization occurring over the asset's life.

Facilities/Asset Management Services

Realty Assets

The Defence realty asset portfolio is in many respects the largest and most complex in the Government of Canada, it includes owned and leased properties of all types and ages. By area, Defence occupies about 33 percent of federal buildings and 7 percent of federal land, with 25 main installations distributed across Canada and realty assets in every province and territory, located in 309 municipalities. The total realty replacement cost of Defence-owned buildings and works, including housing, is estimated at $22 billion.[23] The responsibility associated with managing such a vast realty asset portfolio, which includes several designated heritage sites, places a significant demand on the sustainment capability of Defence.

Defence realty assets are generally considered to be in fair condition, but that status has declined over the past five years due to inadequate funding; investment levels have remained below recognized industry standards for a decade. Over the 2000 - 2006 period, there was a general decline of 15 percent in the condition of works assets, and a decline of 6 percent in the condition of non-residential buildings. If this trend were to persist, the overall condition could be expected to move from *fair* to *poor* over the next ten years (fiscal year 2015-2016). The following initiatives will be put in place to rectify the situation:

- a realty asset National Portfolio Management Framework and Plan is being developed to ensure a holistic approach to planning, development and priorities;
- the continued development of Master Realty Asset Development Plans for each base and wing to improve realty asset planning and investment decisions and ensure alignment with departmental priorities;
- increased funding for maintenance and repair of realty assets to halt the decline in their condition and minimize the impact of deferred maintenance will be provided;
- establishment of proactive preventive maintenance functions is being encouraged; and
- more reliable integrated record-keeping is being developed to improve realty asset decisions.

The Canada First Defence Strategy and CF transformation initiatives such as the introduction of new equipment, new and expanded capabilities, the increase in the number of CF personnel, Arctic initiatives and the stand-up of rapid reaction forces are driving the requirement for significant new Defence infrastructure. Over the next five years, the capital investment in infrastructure could double while these new capabilities are put in place. The funding for these new capabilities is being considered as part of the

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[23] A review is being undertaken of the assumptions and methodologies for calculating realty replacement cost, in light of the important role this plays in DND and in light of the rise in construction costs in the last five years.

Defence Investment Plan under development within the Department. The delivery of this infrastructure in a timely fashion will be a major undertaking and challenge.

To maximize the efficiency of the realty asset portfolio and to ensure that it supports and enables Defence operations and programs, in fiscal year 2008-2009, DND will:

- implement a realty asset strategy to focus and guide realty asset activities towards a common goal;
- adopt a portfolio management approach to ensure common, integrated and efficient investment decisions;
- incorporate infrastructure planning early in the force development process through an integrated approach to the development of the Defence Investment Plan, which will consider both new capability development as well as the life-cycle sustainment of that capability, of which infrastructure is a key part; and
- develop and implement a strategic realty asset investment program as identified in the departmental investment plan to address pan CF, higher risk and high expense realty asset pressures.

For additional information on the Capital Construction Program see Section III, Table 7.

Information Management Services

IM/IT transformation priorities for fiscal year 2008-2009 will rationalize IM applications and IT infrastructure. It will also include pursuing an improved service model for the delivery of IM/IT services. Improvements will be achieved by continuing to consolidate resources to improve the effectiveness and efficiencies of internal support services and by facilitating rationalization efforts along business lines. Efficiencies realized will contribute to other Defence priorities.

The CF is engaged in an ambitious activity to converge and enhance the myriad of secret Command and Control (C2) systems as a key element to achieve the vision of a transformed CF and rationalize services and systems. The resulting, integrated solution of an Integrated Command and Control (IC2) capability will allow the seamless exchange of, and access to, secret information within the DND/CF and external sharing with other government departments, agencies and key allies. This will be pursued through a combination of in-service support initiatives, capital projects, and business transformation activities all aimed at improving access to information by operational commanders and departmental decision-makers. Similar convergence and enhancements will also be undertaken for intelligence systems.

Efforts will focus on the implementation of shared services for web and security in fiscal year 2008-2009. The Assistant Deputy Minister, Information Management (ADM (IM)) Group will, in addition, continue to develop and implement a record and document management capability, and the development of a content management plan.

Defence will continue to consolidate and strengthen the human resources management information systems. Focus will be given in fiscal year 2008-2009 to improve the systems supporting military personnel policies, processes and organizational changes. ADM(IM) is working in partnership with the military personnel functional authority, Chief of

Military Personnel (CMP), to develop a strategy and detailed plan to deliver a more effective human resources management system for the CF.

The foregoing proposed approach will be comprehensive and will address the requirements of the entire military process. It will be refined during fiscal year 2008-2009 and a recommended way forward will be developed.

Legal Services

Since an efficient and responsive military justice system is central to the effective exercise of operational command, the Office of the Judge Advocate General (JAG) will also work with other military justice stakeholders to reduce the time it takes for the disposition of a matter by court martial.

During fiscal year 2008-2009, the Office of the JAG will continue to focus its efforts on support to operations. Besides providing forward-thinking legal advice on operational and international law, legal officers employed in the newly established Canadian Forces Military Law Centre (CFMLC), a section within the Canadian Defence Academy (CDA) Headquarters, will develop effective new methods for the delivery of operationally focused military legal education, training and doctrine for the CF. The Office of the JAG is reacting to spiral two of CF transformation by reviewing its legal support to the operational headquarters, and by examining the entire JAG establishment to determine whether the current structure meets the demands imposed by deployed operations.

The Office of the Department of National Defence/Canadian Forces Legal Advisor (DND/CF LA) provides a full range of legal advisory, drafting and litigation support services on all matters pertaining to the DND/CF, other than military law and military justice, specifically assigned by the *National Defence Act,* to the JAG. The DND/CF LA will focus on the following in fiscal year 2008-2009:

- continued organizational transformation to seek higher efficiencies and thus enhance its ability to fulfill its mission in a strategic and timely manner; and
- continued coordination efforts with the JAG to ensure seamless and integrated delivery of legal services to DND/CF clients.

Public Affairs / Communications Services

The Department of National Defence and the Canadian Forces operate in an environment that requires coherent and coordinated government messaging. As such, ADM(PA) plays a key role in communicating defence priorities.

As the recognized functional authority for Public Affairs, ADM(PA) supports all DND/CF activities and operations by managing the departmental communications function. In addition to delivering key services such as strategic planning, marketing and advertising, creative services and issues management, the organization will continue to provide advice to the commands/environments/units to ensure that their own PA plans and activities are consistent with overarching corporate policies, messaging and objectives.

In fiscal year 2008-2009, Public Affairs will continue to provide strategic direction and guidance for DND/CF communications by providing support to DND/CF announcements, coordinating media operations and PA activities, implementing a new Strategic Communications Plan and ensuring communications planning for corporate documents and memorandum to Cabinet. Furthermore, the organization will continue its support to CF recruitment through the on-going recruitment advertising campaign.

Furthermore, Public Affairs will focus on improving its management practices with a view to maximizing resource use. Management frameworks will be implemented that will allow for better resource allocation, more efficient delivery of service and better benchmarking.

Evaluation Services / Internal Audit Services

Program Evaluation

In addition to providing evaluation services increasingly focused on operational issues, program evaluation during fiscal year 2008-2009 will focus on strengthening the DND evaluation function and ensuring its ability to effectively respond to an expected new evaluation policy. This encompasses a *Federal Accountability Act* requirement to evaluate the relevance and effectiveness of all DND/CF grants and contributions programs over a five-year cycle. It also includes an anticipated future requirement to ensure that 100 percent of direct DND/CF program spending is evaluated over a five-year cycle. Thus, the main priority of the evaluation function during fiscal year 2008-2009 will be to develop an implementation plan for the expected new evaluation policy.

Key outputs to be achieved during fiscal year 2008-2009 will be a five-year evaluation plan and a clear description of how the evaluation function will achieve the results required by the new policy. Any potential restructuring will become an integral part of the overall Chief Review Services (CRS) organizational changes that are currently underway. These efforts aim to increase the availability and quality of information to the Minister, the Department, and central agencies to facilitate informed management, expenditure and policy decision-making. A complete list of evaluation work to be completed during fiscal year 2008-2009, as well as a tentative list of planned work, is outlined at Section III, Table 10: Evaluations.

Audits

During fiscal year 2008-2009, a key priority of the DND/CF internal audit function will be to implement the requirements associated with the 2006 Treasury Board internal audit policy, which must be fully implemented by 1 April 2009. The audit function will be restructured and expanded to fulfill the policy requirements, as well as to continue to deliver high-impact audit services of relevance to DND/CF senior leaders. This restructuring and expansion, which is part of an overall Chief Review Services organizational realignment, will also be the primary focus for internal audit during fiscal year 2008-2009.

Specific audit work will be undertaken to enable the provision of a holistic assessment, by the Chief Review Services, of the effectiveness and adequacy of risk management, control, and governance processes within the DND/CF. Much audit work will continue to take place in areas such as capital acquisition and contract management, financial management, human resources and security.

A complete list of audit work to be completed during fiscal year 2008-2009, as well as a tentative list of planned work, is outlined in Section III, Table 12: Internal Audits.

Other Support Services

Safety Programs

General Safety

The General Safety Program, available online at <http://www.vcds.forces.gc.ca/dsafeg/intro_e.asp> is the Departmental occupational health and safety program. In conjunction with ten specialist health and safety programs (i.e., flight, laser, radio frequency, fire, mobile support equipment, explosives, submarine, diving, nuclear, CF occupational health) and bound by an overarching governance structure, the DND/CF safety community is mandated to comply with the relevant regulatory frameworks to identify and mitigate hazards, and prevent and reduce dangerous events. These programs and their relevant authorities are detailed in Defence Administrative Orders and Directives (DAOD) 2007-0 – Safety, available online at: <http://www.admfincs.forces.gc.ca/admfincs/subjects/daod/2007/intro_e.asp>.

Priorities of the General Safety Program in the fiscal year 2008-2009 will include:

- improving workplace hazard identification and mitigation techniques;
- continuing reduction in the hazardous occurrence rates; and
- improving inter-program synergies through merging policies and procedures.

Nuclear Safety

The Minister of National Defence is responsible for establishing and maintaining requirements for the control and safe use of ionizing radiation sources across Defence. The Director General Nuclear Safety implements a Risk-Based Control Regime authorizing DND/CF nuclear activities in consideration of risk balanced against the requirements for health, safety, security and protection of the environment.

For more information on nuclear safety at Defence, see the Report on the Management of Nuclear-Related Activities.

CF Grievance System

Defence remains committed to sustaining a CF Grievance System (CFGS) that can support the global lifecycle of all CF grievances.[24] The CFGS will continue to promote the effective resolution of complaints throughout the CF, from the early stages of a complaint to the final grievance decision.

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[24] Refers to a grievance system that can support the successive occurrences of all CF grievance files, at all levels of the CF, from their initial submission to final adjudication.

Priorities of the CFGS in fiscal year 2008-2009 will be:

- working with other complaint agencies to develop a comprehensive CF complaint system;
- establishing a web-based CFGS that will be multi-capable and responsive for all users and include a case management communication reporting network; and
- continuing an outreach program aimed at providing instruction on the developing CFGS through seminars and training sessions to Defence.

More information on the Canadian Forces Grievance Authority is available online at: <http://www.cfga.forces.gc.ca/intro_e.asp> and information about the Canadian Forces Grievance Board is available online at: <http://www.cfgb-cgfc.gc.ca/>.

SECTION VI: ADDITIONAL INFORMATION

Appendix A: Legislation and Regulations Administered

The Minister of National Defence is responsible to Parliament for many statutes, and is assigned relevant responsibilities in the administration of many laws and regulations. A comprehensive list is available at: <http://www.forces.gc.ca/dgsp/rep-pub/ddm/rpp/rpp08-09/appA_e.asp>.

Appendix B: Key Partners and Stakeholders

DND and the CF work with many partners in Canada and abroad that help support the Defence mission, programs and activities. The broad scope of the Defence mandate is reflected in the complexity and diversity of its partners and stakeholders. To view the comprehensive list of Defence partners and stakeholders, visit: <http://www.vcds.forces.gc.ca/dgsp/rep-pub/ddm/rpp/rpp08-09/appB_e.asp>.

Appendix C: DND/CF Strategy Map

The DND/CF Strategy Map and an explanation of its causally linked strategic objectives is located at: <http://www.vcds.forces.gc.ca/dgsp/rep-pub/ddm/rpp/rpp08-09/strat-map_e.asp>.

Appendix D : Contact Information

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Department of National Defence	<http://www.forces.gc.ca>
Office of the Judge Advocate General	<http://www.forces.gc.ca/jag/main_e.asp>
Office of the Ombudsman for National Defence and the Canadian Forces	<http://www.ombudsman.forces.gc.ca/>
National Search and Rescue Secretariat	<http://www.nss.gc.ca/>
Defence Research & Development Canada	<http://www.drdc-rddc.gc.ca>
Communications Security Establishment Canada	<http://www.cse-cst.gc.ca/>
Defence Planning and Management	<http://www.vcds.forces.gc.ca/dgsp/intro_e.asp>

Appendix E: List of Acronyms

A

ADM (Fin CS)	Assistant Deputy Minister (Finance and Corporate Services)
ADM (HR-Civ)	Assistant Deputy Minister (Human Resources – Civilian)
ADM (IM)	Assistant Deputy Minister (Information Management)
ADM (PA)	Assistant Deputy Minister (Public Affairs)
ADR	Alternate Dispute Resolution
AEU	Air Expeditionary Units
AFG	Afghanistan
ATD	Alternative Training Delivery
ATIP	Access to Information and Privacy

B

BMQ	Basic Military Qualification
BCP	Business Continuity Planning

C

C2	Command and Control
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance
Canada COM	Canada Command
CANOSCOM	Canadian Operational Support Command
CANSOFCOM	Canadian Special Operations Forces Command
CBP	Capability Based Planning
CBSA	Canada Boarder Services Agency
CCG	Canadian Coast Guard
CDA	Canadian Defence Academy
CDI	Chief of Defence Intelligence
CDS	Chief of the Defence Staff
CEFCOM	Canadian Expeditionary Forces Command
CEGEP	Collège d'enseignement général et professionnel
CF	Canadian Forces
CF ITP	CF Integrated Training Plan
CF JHQ	Canadian Forces Joint Headquarters
CFACC	Combined Forces Air Component Command
CFB	Canadian Forces Base
CFD	Chief of Force Development
CFGS	Canadian Forces Grievance Board
CFLC	Canadian Forces Liaison Council
CIC	Cadet Instructor's Cadre
CIS	Communication and Information Systems

CMP	Chief of Military Personnel
CMR	Collège Militaire Royal
CMTC	Canadian Manoeuvre Training Centre
COSPAS-SARSAT	Cosmicheskaya Sistyema Poiska Avariynich Sudov"-"Search and Rescue Satellite-Aided Tracking
CRP	Corporate Risk Profile
CRS	Chief Review Services
CSEC	Communications Security Establishment Canada

D

DART	Disaster Assistance Response Team
DFO	Department of Fisheries and Oceans
DM	Deputy Minister
DMC	Defence Military Committee
DND	Department of National Defence
DPR	Departmental Performance Report
DRDC	Defence Research and Development Canada

E

EC	Environmental Commands
ECS	Environmental Chiefs of Staff
EE	Employment Equity
ERC	Expenditure Review Committee
ESR	Employment Systems Review

F

FDS	Financial Decision Support
FELEX	Frigate Life Extension
FOC	Full Operational Capability
FTE	Full Time Equivalent

G

GGO	Greening of Government Operations
GSP	Government Security Policy

H

HR	Human Resources

I

IC2S	Integrated Command and Control System
ICSAR	Interdepartmental Committee on Search and Rescue
IED	Improvised Explosive Device
IM	Information Management
IOC	Initial Operational Capability
IRM	Integrated risk management
IT	Information Technology

J

JAG	Judge Advocate General
JCR	Junior Canadian Rangers
JIATF	Joint Interagency Task Force
JIIFC	Joint Information and Intelligence Fusion Capability
JSF	Joint Strike Fighter
JTF	Joint Task Forces
JTF-Afg	Joint Task Force Afghanistan
JTFN	Joint Task Force North

L

LFC	Land Force Command

M

MAF	Management Accountability Framework
MFRC	Military Family Resource Centres
MRRS	Management, Resources and Results Structure
MSOC	Marine Security Operations Centres
MSVS	Medium Support Vehicle System
MTAP	Military Training Assistance Program

N

NATO	North Atlantic Treaty Organization
NORAD	North American Aerospace Defence
NORTHCOM	Northern Command
NRC	National Capital Region
NRF	NATO Reaction Force
NSS	National Search and Rescue Secretariat

O

O&M	Operations and Maintenance
OGDs	Other Government Departments
OL	Official Languages
OMB	Ombudsman
OP	Operation
OSI	Operational Stress Syndrome

P

PAA	Program Activity Architecture
PM	Performance Management
PMF	Performance Management Framework
PRL	Primary Reserve List

R

R&D	Research and Development
RCMP	Royal Canadian Mounted Police
RMC	Royal Military College
RPP	Report on Plans and Priorities

S

S&T	Science and Technology
SAR	Search and Rescue
SAR NIF	Search and Rescue New Initiatives Fund
SCOPA	Standing Committee on Public Accounts
SCR	Strategic Capability Roadmap
SDS	Sustainable Development Strategy
SFO	Senior Financial Officer
SIP	Strategic Intake Pan
SOTF	Special Operations Task Forces
SR Dir	Strategic Readiness Directive

T

TBS	Treasury Board Secretariat
TC	Transport Canada
TES	Trained Effective Strength
TFA	Task Force Afghanistan

U

US	United States
UAVs	Unmanned aerial vehicles
UN	United Nations

V

VAC	Veterans Affairs Canada
VCDS	Vice Chief of Defence Staff

Index

accountability 3, 5, 8, 25, 40, 71, 90, 93
accounting 93
achievements 54
acquisition 14, 29, 37, 56, 57, 58, 98
advertising 15, 96, 97
Afghanistan 1, 12, 15, 21, 25, 26, 29, 34, 35, 37, 39, 58, 62, 69, 74, 92, 102, 104, 105
agencies 4, 24, 26, 29, 35, 61, 63, 64, 70, 95, 97, 99
agency 39, 90
aid 22, 37, 92
Air Force 14
aircraft 37, 38, 56, 58, 74
airlift 15, 29, 37, 58, 73
allies 7, 26, 39, 41, 62, 66, 74, 75, 95
approaches 1, 24, 41, 63, 69
Arctic 1, 12, 15, 18, 25, 33, 57, 58, 60, 64, 69, 94
Army 35, 48, 50, 51, 73
assistance 24, 37, 39, 47, 53, 65, 66, 71, 74
audit 91, 97, 98
Balanced Scorecard 9, 89
benefit 14, 66, 68, 73, 90
bilingual 72
Cadet 4, 25, 48, 52, 73, 82, 102
Canada COM 24, 25, 38, 50, 63, 64, 102
Canadian Rangers 4, 48, 52, 64, 73, 82, 104
CANOSCOM 25, 39, 63, 66, 102
CANSOFCOM 25, 39, 102
capability 1, 7, 11, 12, 13, 15, 29, 33, 34, 35, 37, 38, 39, 40, 41, 45, 48, 58, 59, 61, 65, 68, 70, 93, 94, 95
CEFCOM 24, 25, 39, 65, 66, 102
challenge 27, 33, 39, 40, 91, 95
change 49, 50, 72
Chaplain 45
choices 29, 48
CIDA 65
civil 1, 26, 36, 37, 43, 50, 65
civilian 2, 13, 21, 22, 24, 26, 36, 40, 42, 50, 52, 53, 54, 55, 68, 71
coalition 38, 44, 65
combat 4, 23, 24, 33, 34, 35, 36, 49, 50, 57, 59, 63, 65
command and control 39, 58, 59, 64
commitments 1, 7, 23, 24, 25, 31, 33, 37, 44, 51, 65, 76, 77, 78, 79
communications 4, 33, 38, 46, 58, 69, 96, 97
comptrollership 71, 92, 93
conduct operations 12, 61
confidence 7, 23, 31, 40, 63, 76
conflict 26, 37, 65, 72
contacts 43, 93
contingencies 65
contract 44, 98
contribute 7, 8, 25, 26, 33, 46, 62, 63, 64, 68, 71, 73, 74, 95
control 1, 5, 13, 51, 59, 61, 66, 69, 91, 92, 93, 98
cooperation 4, 26, 45, 63, 74, 75, 77
decision-making 7, 8, 13, 31, 62, 68, 78, 89, 92, 97
Defence Act 5, 11, 25, 96
Defence Mission 4
Defence Plan 5, 8, 12, 31, 64, 74, 101
Defence Portfolio 4
democracy 26
deployment 12, 36, 37, 44, 46, 47, 66, 90
development 8, 9, 12, 13, 24, 29, 33, 35, 36, 38, 40, 41, 42, 44, 48, 53, 55, 56, 57, 66, 70, 72, 74, 75, 77, 79, 85, 89, 90, 91, 92, 94, 95
direction 5, 8, 11, 33, 62, 90, 97
disaster relief 25, 65
diversity 7, 27, 41, 43, 55, 72, 100
domestic 1, 7, 13, 22, 23, 24, 26, 29, 34, 35, 36, 37, 39, 44, 48, 50, 51, 52, 56, 61, 62, 63, 64, 65, 68, 76, 77
economic 25, 27, 56, 91, 92, 93
education 27, 40, 42, 43, 48, 49, 54, 70, 71, 96

efficiency.................... 28, 34, 36, 65, 95
emergency.................................... 48, 51
Employment Equity........ 42, 43, 72, 103
environment 1, 11, 23, 26, 29, 34, 35, 36, 39, 41, 42, 46, 55, 58, 68, 72, 74, 77, 78, 89, 93, 96, 98
equipment. 15, 29, 30, 36, 39, 45, 48, 52, 56, 57, 59, 63, 64, 65, 69, 81, 85, 91, 94, 98
European Union................................ 74
evacuation... 37
evaluation............................... 73, 79, 97
exchange.......................... 26, 64, 75, 95
expansion. 14, 21, 22, 27, 35, 40, 41, 42, 44, 50, 54, 93, 97
expense.................................. 29, 93, 95
facility.............................. 31, 44, 64, 82
families.................. 12, 40, 45, 46, 47, 71
family.............................. 43, 46, 47, 48
Financial Management........................ 92
fleet....................... 33, 37, 38, 57, 58, 59
FTE................................ 21, 22, 87, 103
generate.... 24, 33, 34, 35, 37, 39, 40, 43, 48, 50, 63
generation. 24, 29, 33, 34, 35, 36, 40, 41, 50, 55, 62, 66, 74
goals................................. 11, 41, 53, 78
governance 1, 7, 8, 23, 25, 26, 28, 29, 30, 63, 66, 68, 74, 76, 77, 90, 98
Government of Canada.... 12, 22, 23, 26, 39, 58, 62, 67, 68, 76, 77, 83, 94
grievance...................................... 98, 99
growth 21, 22, 27, 35, 36, 40, 42, 45, 48, 49, 52, 55
health......... 25, 40, 44, 45, 51, 91, 92, 98
helicopter...................................... 38, 58
heritage............................. 50, 69, 77, 94
housing... 94
Human Resources.... 16, 21, 54, 72, 102, 103
humanitarian......... 23, 24, 26, 35, 37, 65
identity............... 1, 7, 23, 25, 66, 76, 77
improvement................................ 90, 92
Information Management..... 83, 95, 102, 104
Information Technology.................. 104
infrastructure.. 13, 29, 30, 33, 36, 38, 58, 63, 65, 71, 73, 82, 85, 94, 95
integrate. 8, 12, 13, 41, 49, 54, 57, 59, 89
intelligence...... 46, 58, 62, 63, 68, 69, 95
interagency................................... 35, 40
interest................................... 52, 73, 79
international 1, 4, 5, 7, 13, 22, 23, 24, 25, 26, 33, 34, 39, 44, 48, 50, 51, 52, 61, 62, 64, 65, 66, 68, 70, 73, 74, 75, 76, 77, 83, 84, 86, 96
interoperability........................ 34, 36, 70
investment 12, 21, 33, 48, 49, 52, 56, 57, 60, 90, 94, 95
JAG...................................... 51, 96, 104
joint..... 34, 35, 36, 38, 40, 47, 58, 64, 65
justice... 4, 96
knowledge......................... 63, 69, 75, 77
land. 4, 23, 24, 25, 34, 36, 52, 57, 58, 59, 61, 65, 70, 73, 78, 94
leadership... 1, 23, 44, 48, 50, 52, 55, 65, 70, 72, 73, 89
learning.................................. 48, 55, 89
legislation...................................... 11, 25
liaison.. 26, 39
Main Estimates........................ 14, 15, 76
maintenance... 12, 24, 30, 36, 38, 41, 56, 59, 85, 94
Maritime............................ 18, 19, 32, 33
materiel............................. 13, 39, 48, 56
military. 1, 2, 4, 9, 13, 14, 15, 22, 23, 24, 26, 28, 29, 34, 35, 36, 40, 41, 43, 44, 45, 47, 48, 50, 51, 52, 53, 54, 56, 63, 65, 68, 69, 70, 71, 72, 73, 89, 95, 96
mission 1, 4, 7, 15, 24, 25, 26, 29, 34, 39, 44, 46, 52, 54, 62, 63, 64, 68, 74, 90, 96, 100
modernization............ 23, 29, 38, 57, 89
modernize... 59
monitor..................................... 1, 72, 89
MRRS................................ 7, 8, 90, 104
multilateral.................................... 73, 74
multi-national......................... 35, 38, 64
multi-purpose.................. 7, 8, 23, 33, 34
National Procurement........................ 28
NATO 26, 33, 38, 39, 61, 65, 66, 74, 75, 93, 104

Navy 33, 73
NORAD .. 24, 27, 37, 61, 63, 64, 74, 104
North America ... 1, 4, 24, 27, 29, 37, 38, 64, 74, 77, 104
objective 54, 58, 68, 78
Official Languages 72, 105
Ombudsman 5, 21, 71, 84, 101, 105
operate 35, 38, 47, 56, 96
operational tempo 22, 41
operations. 1, 4, 7, 12, 13, 21, 22, 23, 24, 25, 26, 27, 29, 30, 31, 33, 34, 35, 36, 37, 38, 39, 40, 41, 43, 44, 46, 48, 49, 50, 51, 52, 53, 54, 58, 59, 61, 62, 63, 64, 65, 66, 67, 69, 71, 73, 74, 75, 82, 87, 88, 92, 95, 96, 97
opportunities .. 36, 42, 49, 51, 53, 73, 74, 91
opportunity 21, 38, 40, 42
organization.... 7, 8, 9, 29, 49, 53, 72, 78, 89, 91, 96, 97
outcome 8, 24, 66
outreach 43, 55, 99
overview 7
PAA 1, 7, 8, 9, 10, 20, 32, 61, 62, 67, 80, 88, 89, 93, 105
partners... 1, 7, 24, 26, 41, 61, 62, 63, 64, 65, 66, 70, 100
partnership 41, 62, 73, 77, 95
patrols 24, 25, 29, 64
peace .. 1, 4, 7, 23, 24, 25, 26, 29, 61, 64, 65, 74, 75, 76, 77
peacekeeping 26
Performance Management 9, 89, 105
Performance Measurement 8, 9
planning.. 7, 8, 11, 21, 24, 26, 27, 29, 30, 36, 40, 51, 54, 55, 56, 63, 65, 70, 89, 92, 94, 95, 96, 97
policy.... 4, 5, 7, 8, 11, 24, 33, 45, 49, 68, 71, 72, 74, 97
portfolio 94, 95
prevention 7, 70, 87
Primary Reserve... 21, 22, 48, 49, 51, 73, 81, 82, 105
priorities ... 11, 12, 23, 33, 36, 37, 39, 52, 54, 56, 62, 68, 70, 71, 81, 92, 94, 95, 96
procurement 28, 57, 85, 91
Program Activities 12, 13, 23, 31
project 14, 33, 44, 52, 56, 57, 58, 59, 63, 69, 82, 86, 90, 93
prosperity 33
protect 1, 2, 4, 24, 63, 74
rapid response 24, 43, 65
readiness9, 13, 23, 25, 31, 33, 34, 39, 40, 45, 49, 63
reallocation 84
realty assets 36, 38, 94
recognition 27, 40, 55, 72
reconnaissance 58, 65, 69
recruiting 24, 31, 41, 42, 43, 49
reduction 14, 27, 28, 35, 77, 92, 98
Regular Force. 21, 22, 25, 31, 35, 40, 42, 43, 48, 49, 50, 51, 73, 82
regulations 5, 100
replacement 15, 37, 38, 42, 94
research 16, 41, 46, 64, 75, 85
reserve 35, 49, 53
resources 1, 3, 5, 8, 11, 14, 22, 25, 27, 28, 30, 33, 34, 35, 38, 39, 41, 43, 44, 48, 49, 53, 54, 64, 81, 87, 91, 92, 93, 95, 98
Respendable Revenue 80
responsibility 4, 50, 58, 63, 94
results 1, 3, 5, 8, 9, 47, 69, 89, 90, 93, 97
retention ... 13, 24, 41, 43, 46, 55, 72, 83, 85
risks 40, 46, 51, 89
rules 7, 56
safety 24, 52, 70, 91, 92, 98
Search and Rescue . 5, 21, 37, 58, 70, 71, 86, 87, 101, 103, 104, 105
security1, 4, 7, 15, 16, 17, 23, 24, 25, 26, 29, 31, 33, 39, 58, 61, 62, 63, 64, 65, 68, 74, 75, 76, 77, 91, 92, 95, 98
ship 33, 38, 56, 57, 64
sovereignty. 1, 12, 15, 25, 27, 29, 38, 52, 63, 64, 69
special 4, 23, 24, 25, 43, 61
spending3, 14, 19, 20, 31, 32, 56, 61, 62, 66, 67, 82, 83, 85, 88, 93, 97
stability.... 1, 7, 23, 25, 61, 64, 74, 76, 77
stewardship 91, 92

strategic 3, 7, 8, 9, 12, 13, 15, 21, 24, 28, 29, 30, 33, 34, 35, 37, 39, 40, 41, 50, 54, 57, 62, 68, 70, 72, 75, 78, 79, 89, 90, 91, 93, 95, 96, 97, 100
Strategy Map 9, 89, 100
strength.. 1, 21, 22, 25, 35, 48, 49, 50, 51
submarine 34, 98
success.... 1, 7, 11, 12, 29, 33, 35, 41, 42, 46, 51, 53, 54, 90
succession 55
Supplementary Reserve 48, 51, 82
support.... 1, 2, 7, 8, 9, 11, 12, 13, 16, 17, 21, 22, 24, 25, 29, 30, 31, 33, 34, 35, 36, 37, 38, 39, 40, 41, 43, 45, 46, 47, 48, 50, 52, 53, 54, 55, 56, 57, 58, 59, 62, 63, 64, 65, 66, 68, 70, 73, 74, 75, 78, 79, 82, 86, 88, 90, 92, 95, 96, 97, 98, 100
surveillance 24, 29, 37, 44, 58, 61, 64, 69
sustain 22, 24, 25, 34, 35, 40, 43, 45, 48, 50, 51
task force 35, 36, 39
technology 16, 38, 41, 48, 54, 55, 57, 70, 71, 75
territory 1, 25, 61, 94
terrorism 26, 33, 39
threats 7, 24, 38, 39, 63, 74
trade 53
training 26, 31, 34, 35, 36, 38, 40, 42, 43, 44, 46, 48, 49, 50, 51, 52, 53, 54, 57, 58, 64, 72, 73, 74, 75, 96, 99
transform 35
transformation 22, 23, 28, 29, 35, 37, 38, 39, 50, 57, 66, 68, 89, 90, 94, 95, 96
trucks 59
United Kingdom 75
United Nations 74, 106
United States ... 4, 24, 27, 47, 63, 74, 106
values 4, 23, 26, 28, 69, 73, 74, 75
vehicles 56, 58, 59, 74, 106
Veterans Affairs 47, 106
visible minority 27, 43
vision 35, 37, 78, 95
well-being 91, 92